



WORKFORCE DEVELOPMENT BOARD OF SOUTH CENTRAL WISCONSIN

WORKFORCE INNOVATION AND OPPORTUNITY ACT

PROGRAM YEAR 2016 LOCAL PLAN

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***Note – Attached after Attachment II is the WIOA Local Plan Review Revisions/Comments Submitted to DWD on June 30, 2016**

I. Workforce Needs, Labor Market Analysis, and Assessment of Workforce Investment Activities and Assets

A. Local Workforce Needs

1. Describe the workforce investment needs of the local area as they relate to:
a. Employers/Businesses, b. Job Seekers, c. Incumbent Workers, d. Youth.
2. Describe any workforce investment need in your WDA not reported in 1.a-d.
3. Describe how these needs were identified.

The South Central area has become a driver region for the state of Wisconsin. Over the period of 2009 to 2015 the South Central region produced more than 50% of the job growth for the entire state of Wisconsin. This demographic dynamic puts our region under significant pressure to create and maintain a talent pipeline for our regions industries.

The region's businesses continue to express that they need a strong balance between technical skills and the foundational workplace skills of communication, motivation, team work, etc. Our Businesses are confronted continually by the need to replace their retiring workforce with critical skills to keep their businesses financially viable and growing. Therefore, they are looking at two simultaneous strategies, grow and retain their current workforce and at the same time prepare a talent pipeline of new workers. The Workforce Development Board engages in daily dialogue with our regions and businesses and job seekers via our sector teams and projects and our 21 Employment Specialists who serve as the bridge between job seekers and the region's businesses.

B. Labor Market Information

1. Provide an analysis of the regional economic conditions including:
 - a. Existing and Emerging Industries

The following industries comprise 49% of all jobs within occupations that require training at the Associate Degree or less and offer a base wage of \$15/hr. or more.

NAICS Industry		2022 Jobs	Job Openings 2022	% Share Job Opening
<u>Driver Industries</u>				
23	Construction	30,596	11,282	35%
31	Manufacturing	58,646	10,639	33%
62	Health Care and Social Assistance	62,711	6,362	20%
<u>Grouping of Cross Industry Sectors</u>				
55, 54, 52 & 51	Professional, Scientific, and Technical Services, Finance and Insurance, Information, management of Companies	108,228	3,400	12%
	54-Professional, Scientific, and Technical Services	40,883		0%
	52-Finance and Insurance	35,697		0%
	51-Information	19,179		0%
	55-Management of Companies and Enterprises	12,469		0%
	Total	416,658	32,371	100%

Driver Sector				
11 through 53	Tourism (Industry mix: Accommodations and Food Service; Art Entertainment and Recreation; Related Retail (11,13,15,17,19,21,23,25,27,29,31,33,35,37,39,41,43,45,47,49,51,53)	40,939	3,067	8%

The Workforce Development Board staff conducted an analysis of all Industries within the region to understand which industries will have the greatest concentration of future jobs. We set the parameters of the analysis in the context that the mission of the Workforce Development Board is to invest in the preparation of workers for jobs that will provide a minimum wage of \$15 per hour and require training at the Associate Degree level or less. To understand the scale of the jobs that will be available in 2022, we included both new jobs (growth) and replacement jobs.

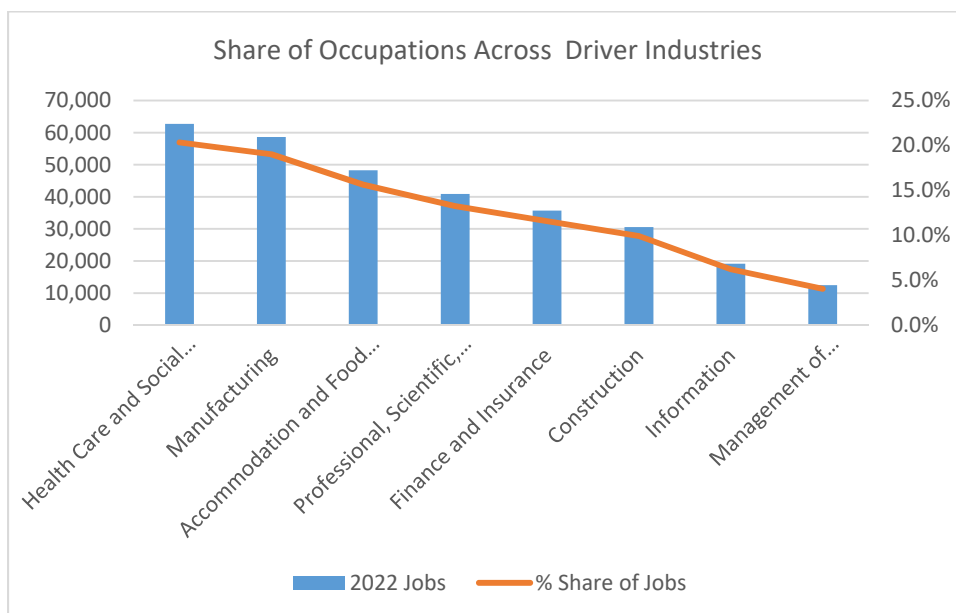
In analyzing the data to prepare this recommendation, the WDBSCW staff discovered that it is becoming more and more difficult to analyze individual Industries as standalone data. In many instances, we were required to group occupations across industries therefore creating a sector of industries. This is due to the increasing similarity of occupational skills needed within a job title across industries. In this analysis, the occupations are distinct for the most part within the Construction, Accommodations, Manufacturing and Health Care industries. However, we grouped Professional, Scientific and Technical Skills; Finance and Insurance; Information; and Management of Companies and Enterprises as a sector of combined industries and Tourism as a driver sector combining Accommodations, Food Service, Recreation, Arts and related Retail.

b. Employment needs of employers in industry

Summary of all jobs in the region

NAICS	Industry	2022 Jobs	% Share of Jobs
90	Government	101,584	16.2%
62	Health Care and Social Assistance	62,711	10.0%
31	Manufacturing	58,646	9.4%
44	Retail Trade	56,590	9.0%
72	Accommodation and Food Services	48,249	7.7%
54	Professional, Scientific, and Technical Services	40,883	6.5%
52	Finance and Insurance	35,697	5.7%
56	Administrative and Support and Waste Management and Remediation Services	31,052	5.0%
23	Construction	30,596	4.9%
81	Other Services (except Public Administration)	30,121	4.8%
53	Real Estate and Rental and Leasing	21,712	3.5%
42	Wholesale Trade	19,690	3.1%
51	Information	19,179	3.1%
48	Transportation and Warehousing	14,993	2.4%
11	Crop and Animal Production	14,742	2.4%
71	Arts, Entertainment, and Recreation	14,135	2.3%

55	Management of Companies and Enterprises	12,469	2.0%
61	Educational Services	11,162	1.8%
22	Utilities	1,418	0.2%
21	Mining, Quarrying, and Oil and Gas Extraction	1,334	0.2%
		626,966	100.0%



2. Provide an analysis of the knowledge and skills needed to meet the employment needs of the employers in the region, including employment needs in in-demand sectors and occupations

For details on individual Occupations see [Attachment HH – Analysis of Industries and Related Occupations](#). For knowledge and skills required in South Central Wisconsin paying wages of \$15/hr. or more and requiring an Associate Degree or less and [Attachment II – Occupations Across Industries](#).

Note: We are not recommending a concentration on the Government Sector – the occupations within Government cross all industries. By training for the region’s driver industries, we will prepare workers for the Government sector.

3. Provide an analysis of the workforce in the region, including current labor force employment (and unemployment) data, and information on labor market trends and the educational and skill levels of the workforce in the region, including individuals with barriers to employment.

The population in South Central WI has grown by 4.5% over the past five year. This is compared to a statewide growth rate of 1.6%. There are 588,750 Jobs with men comprising 51.9% of the workforce and women representing 48.1%. There are 13,955 unemployed persons as of November 2015 with construction, manufacturing and retail trade still holding the largest number of worker dislocation.

Twenty-seven percent of the south central residents have at least a high school diploma; while 68% of our residents have some college or more.

Educational Levels:

Education Level	2015 Population	% of the Population
Less Than 9th Grade	16,101	3%
9th Grade to 12th Grade	25,823	5%
High School Diploma	150,483	27%
Some College	111,638	20%
Associate's Degree	53,734	10%
Bachelor's Degree	121,840	22%
Graduate Degree and Higher	78,829	14%
Total	558,449	100%

The data over the past 3 years has shown us that we do have disparities in educational credentials within our community as the chart below demonstrates. Black, non-Hispanics and both white and black Hispanics have a larger portion of the population possessing only a high school diploma or less.

Race/Ethnicity and Education:

Race/Ethnicity	2014 Population	2015 Population	2014 Less Than High School	2014 High School Diploma	2014 College Degree
White, Non-Hispanic	489,502	493,537	29,200	233,441	226,861
Black, Non-Hispanic	16,873	17,260	2,846	9,601	4,426
American Indian or Alaskan Native, Non-Hispanic	1,973	2,020	294	1,266	413
Asian, Non-Hispanic	16,760	17,525	1,864	3,270	11,625
Native Hawaiian or Pacific Islander, Non-Hispanic	175	179	14	115	46
Two or More Races, Non-Hispanic	4,363	4,513	323	2,007	2,033
White, Hispanic	20,465	20,806	6,025	9,113	5,326
Black, Hispanic	722	755	205	302	215
American Indian or Alaskan Native, Hispanic	737	776	214	328	195
Asian, Hispanic	210	221	60	89	61
Native Hawaiian or Pacific Islander, Hispanic	63	65	18	27	18
Two or More Races, Hispanic	754	792	213	316	226

Total	552,596	558,449	41,278	259,874	251,444
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Source: QCEW Employees, Non-QCEW Employees, Self-Employed & Extended Proprietors - EMSI 2015.4 Class of Worker

Women hold a larger number of college degrees.

Gender	2014 Population	2015 Population	2014 Less Than High School	2014 High School Diploma	2014 College Degree
Males	273,675	276,604	22,580	131,765	119,330
Females	278,921	281,845	18,698	128,110	132,114
Total	552,596	558,449	41,278	259,874	251,444

Source: QCEW Employees, Non-QCEW Employees, Self-Employed & Extended Proprietors - EMSI 2015.4 Class of Worker

4. Describe any WDA specific labor market characteristics not reported in 1.a. and b.

N/A

C. Assessment of Current Workforce Investment Activities in the Local Area

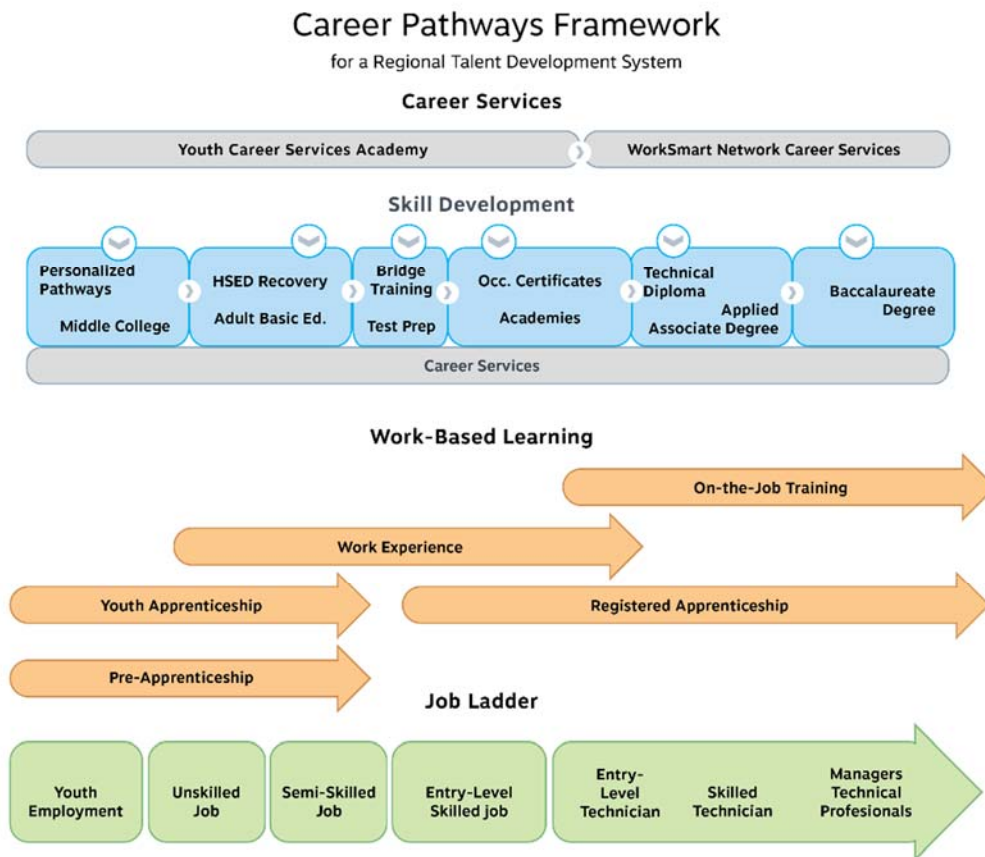
1. Provide an analysis of the type and availability of workforce development activities for adults and dislocated workers, including education and training, in the local area. This analysis must include the strengths and weaknesses of workforce development activities and capacity to provide workforce development activities to address the education and skill needs of the workforce, including individuals with barriers to employment, and the employment needs of employers. Describe plans to address any weaknesses identified. [§108(b)(1)(D)]

The Workforce Development Board of South Central WI is adjusting its One Stop System Delivery model (WorkSmart) to establish a more deliberately designed and implemented Recruitment and Triage (Referral) Team. Organize Career Services so that the services are responsive to the different skill levels of the job seeking customer. Create a new role of Academy Training Navigator. Continue the current Training Navigator role and implement the Apprenticeship Navigator when funds are available from the State Department of Workforce Development.

To meet the intent of the Workforce Innovation and Opportunity Act as far as expectations for new levels of collaboration among the other WIOA funded partners: Job Service, Department of Vocational Rehabilitation, Veterans Services, and the Technical Colleges Adult Basic Education activities, the Board staff also took a deep look at what the profile of our current and projected future customer is and will be. We acknowledged that our future customers across all our work: in school, out of school, disadvantaged adults and dislocated workers does not look that different from each other. This is confirmed by feedback from employers who express that their greatest hiring challenging is identifying people who have strong workplace skills both behavioral and technical skill based.

This has led us to believe that the framework of our Career Pathway model is still the right framework.

Figure 1: Career Pathway Framework



But, we need to better incorporate the option of Career Services. Career Services in the WIOA Legislation is a more robust package of services which could offer our customers a direct path to employment. The intent of WIOA is to better align partner resources to support customers in Career Services, including deploying staff resources so that we are not duplicating the Career Services provided by our One Stop System Partners. To support that intentional alignment occurs, WIOA legislation requires that the Board's execute a Memorandum of Understanding (MOU) with the other One Stop Partners that spells out the alignment. The Board also engaged (as is required by WIOA) a One Stop Operator that will help the Board coordinate the cross partner alignment.

Where we are now: The Board staff has completed an initial assessment of both projected customer needs and service configuration, in looking at future service design needs, the staff has also critically examined the choke points in the current system. We define these as service stages where customers are getting stuck (not making forward progress) or lost (ceasing to actively participate).

Details of our PY 16 planned model:

1. Organize Recruitment and Triaging of customers around scheduled events that are supported by a team that has the expertise to determine if a customer should start with Career Services or go directly to training
2. Build a Career Services Model that has deliberate packages and levels of employability skill development with a dedicated team of Employment Specialists. The Employment Specialists would have the similar role to the WIA model but with a greater emphasis on leveraging the resources minimally of the other WIOA Partners (Job Services, Department of Vocational Rehabilitation, Veteran's Services, Technical College Adult Basic Education, etc. The goal is to incorporate into the Career Services model all resources available across WIOA Partners. Career Service offering will be tiered so that services can be readily accessed depending on the customer's need with a clearly defined content – basically build a Career Pathway Career Services Model that reflects stages of difficulty like the current Career Pathway Training Model (See Figure 2 above)

Staffing:

- In the metro area, we would dedicate Employment Specialist teams to focus on a specific level of customer need.
- In the rural areas: We would recommend the same package but blended into a staff team that supports all tiers but would deliberately stagger the scheduling of services and difficulty of content so that each segment builds in difficulty and a more skilled customer would not join the group until mid or end point.

In this Model, the Board staff acknowledged that it is important that services be available at all times for the person who just needs help locating a good job match. This would be accomplished by assuring that adequate resources are available in our Job Center resource room and widely featured on our web based materials.

3. Add responsibility for customers participating in Academies into a new Academy Training Navigator staff role. In the metro area this would be unique staff. In the rural areas this would be blended into the Training Navigator role to create a large enough customer scale to support full time staff.
4. Continue the Training Navigator role blended Academy Navigator role in the rural areas
Reminder of the role of Training Navigator to students while they are participating in training:

Career Advising and Enrollment in WIOA	Support while participating in training to assure successful completion	Job Preparation including basic skill labs, resume development, coordination of supportive services.	Partner to support customers to enter and retain employment leveraging the student Career Center Services of the Colleges including Career Connect.
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5. Provide adequate support service and management support to the model.

Figure 2:

Program Year 2018 Service Delivery Model

The One-Stop Operator (OSO) coordinates the activities within the Service Delivery Model. The role of the OSO is to coordinate and align the services of the One-Stop System partners.

Outreach and Recruitment	Career Services and Training Services	
<p>The role of the Outreach and Recruitment Specialist is to continue building community relationships that will generate referrals to WIOA and collaborative programming. The role works to interview/assess and enroll those individuals seeking access to WIOA career services or training.</p> <p>In the Urban Staffing model, there is an additional position of Career Planner, which is specifically designated to support the assessment and triage function.</p>	<p>Step 1</p> <p>The Career Service Specialist utilizes a new strategy of delivering a combination of introductory workshops to program participants such as: Labor Market Overview and Cracking the Hidden Job Market.</p> <p>Individuals seeking more intensive services with a Career Services Specialist or a Training Navigator must engage in career planning services and enrollment into WIOA (Step 2).</p>	<p>Step 2</p> <p>The Career Service Specialist will continue to offer intensive coaching to help enrolled participants obtain employment. The role also facilitates enrollment into credentialed, short-term training programs offered by a community partner, pre-apprenticeships, Registered Apprenticeships and the appropriate arrangement for supportive services and job search help after training.</p> <p>At any time, a participant can be referred to a Training Navigator for cohort or long-term training.</p>
	<p>The Training Navigator will support participants enrolled in short-term and long-term training provided by partner technical colleges, such as: short-term cohort training (i.e., academies, bridge programs); pre-apprenticeships; Registered Apprenticeships; long-term training.</p> <p><i>Note:</i> Training Navigators continue to conduct recruit, assessment and triage candidates within the technical college, targeting those in ABE programs, and those students in financial distress.</p>	

2. Provide a description and assessment of the type and availability of youth workforce investment activities in the local area including activities for youth who are individuals with disabilities. This description must include an identification of successful models of such activities being used and/or planned. [§108(b)(9)]

Discussion of Youth Program Design Work in 2015 – 2016 – January 15, 2015

Prepared for the Workforce Development Board Youth Committee to start discussion

We are literally at a nexus of where educational strategies are evolving around the work that the Workforce Development Board of South Central has been engaged in for over 6 years.

Policy makers and researchers are making the case that education at the high school level especially starting in “higher secondary level”, junior and senior years needs to be more rigorous, engaging/applied, include if at all possible a work based learning application that is supported by adults.

Some of what we have learned:

1. We know there are what appear to be many competing youth learning models and opportunities for engagement. Just on Madison College’s website alone – there is Early College Achievement Program, Dual Credit, Youth Options, Advance Standing and Youth Apprenticeship.
2. We may need to have a different approach to future solutions for rural students and their schools and our primary urban school district – there may also be a shared middle ground whenever we can leverage the technical college facilities.
3. Transportation solutions are a huge need no matter what solutions we use. More intensive (time wise) Career Pathway training for high school students doesn’t fit the traditional scheduling models – to work we need to get students where they need to be quickly and usually off the traditional high school busing schedule.
4. In the more technical skill training areas – having the needed equipment that is current is challenging in the rural areas – this makes the need to transport students to resources even more critical.
5. We are still pushing through stereotypes by faculty and parents about what is technical skill training – there is a less than mentality. We need a well-organized outreach that builds up to whatever the next step is. Examples are the GuideED effort and the ManUfacturing outreach efforts.
6. We are also encountering students who have to job out of high school – they need to go to work to help support their parents.
7. Junior year as the point of starting full skill engagement to Middle College needs to be carefully examined. Several factors at play.
Examples that have been pointed out to us:
 - Not enough time in the schedules until Senior Year to meet all the state academic requirements.
 - Students just may not be ready on a maturity level for the level of engagement that is required
 - We may have opportunities to collaborate with high schools during junior year on a dual enrollment engagement at the individual high schools or small clusters for the rural schools that serves as a gateway to the rest of the engagement. Take a required CTE course or two at the high school level as part of the application process.
8. We may be able to collaborate to utilize the summer after sophomore and before Junior Year to support formal Career and Work Readiness Camps that could also be part of summer school catalogues. This could possibility become projects for our industry sector teams – as ramps to and preparation for successful internships.

Opportunity before us.

We may have the opportunity to expand our Career Pathway work with youth 16 and older.

The new Federal Legislation – Workforce Innovation Opportunity Act expands the age range of youth who we can serve to 24 year of age. It also shifts the ratio of who we target in spending the dollars and changes the economic eligibility criteria for those youth who are defined as out of school (we are hoping because Wisconsin is a compulsory education state that dropouts will also include at risk youth).

Our first reaction to the change in legislation was that the changes would stop the progress we have made on developing the Middle College model. Upon more careful reflection, the new legislation appears to give us the opportunity to think more broadly about how we work with others to align resources and possibly serve many more students throughout our region. The new WIOA law – even though, it shifts the funding ratio to 25% in school / 75% out of school (which should include at risk youth in Wisconsin) it eliminates the income eligibility for out of school. This will allow us to better partner the Workforce Development Board's resources with other efforts that are not income eligible focused.

This work will require that we sit down with other financial stakeholders and Schools (both secondary and post-secondary), CESAs and community to figure out the next step.

This is what we know right now.

1. The new legislation has a heavy emphasis on credentials, use of dual enrollment strategies, required work experience/internship component, interface with sector work and the demand driven model (train to the skill needs of business). The legislation also talks about providing better access to post-secondary education and building solutions that support retention and completion of training and entry/ retention into jobs.
2. The State of Wisconsin is encouraging dual enrollment coursework.
3. The State of Wisconsin stays committed to the youth apprenticeship model
4. The Council on Workforce Investment in its recent strategic plan supports making work based learning opportunities available to all students by the time they graduate from high school

Frame for future discussion.

We may need to rebrand Middle College "in name" to better align and complement other efforts.

Discussion: When we do a deep dive into the literature, most efforts similar to what we have been developing and investing in are referred to as "Career Academies" – there are over 7,000 "Career Academies" in the country.

Over the next several years we will have the coaching of the Jobs for the Future Team out of Boston that is connected to successful efforts throughout the country. We need to leverage this professional help to figure this out.

We will need to agree on the base features that are important that we will invest in and support. We may need to face that the on the ground implementation needs may be different across the geography of the region based on proximity of students and schools to resources.

Note: Behind the scenes issues that students and other do not need to care about.

We branded Middle College – Middle College because of basic research at the time. Middle College models were used when the majority of the skill instruction would take place at the college and delivered by college faculty – other models were called Early College where the instruction was primarily held at the high school and instruction was delivered for college credit but by a combination of high school and college faculty.

What could a model look like?

Points to consider:

- Build on the collective Career Pathways work for both youth and adults
- Leverage the experience of new partners including the “Jobs for the Future” team
- Build on the industry/sector awareness efforts that we have started
- Finish moving sector efforts into the region and expand strategies to the other targeted industries

Envisioning a Future in School Youth Model

Sophomore Year for In-School Youth	Summer	Junior Year for In-School Youth	Summer	Senior Year Equivalent	Summer
Aggressive outreach to parents Open houses at companies for student and parents Career exploration seminars led by industry and college representatives	Career Exploration Summer Camps	1-2 dual enrollment courses* *(A minimum of one course required or gateway course to the Career Academy area of interest).	Boot Camps with content to prepare students for rigor of technical instruction/internships Internships for fall Career Academy participants* *Goal: Students will need to apply what they have learned.	Combine In- and Out-of-School Students for Career Academy offerings (This would be a blended platform that would also include persons who may be doing HSED or college level development work.)	Internships to Jobs Continue Post-Secondary Education or Apprenticeships

Additional planning around out of school youth programs:

Background:

Over the past 3 months the Workforce Development Board staff has been analyzing the new WIOA regulations governing out of school youth programming. We have met with a series of youth serving organizations including community based organizations, k-12 education and post-secondary education representative. We have come to the conclusion that we need to create a structure to formally plan with partner agencies that are committed to and have experience working with this out of school population to launch the future program and training design, before we begin to make significant investments. This will require that the needed partners dedicate time to the design and proto-typing efforts beyond just informal conversations.

What we have discovered:

From our research and conversations over the past three months, it is clear to the WDBSCW staff that service to out of school youth who have not completed a high school diploma or have graduated from high school diploma without a career plan is not the focus of most organizations with which we have traditionally contracted. In Dane County there is somewhat of a more organized focus, but the work is not designed to address the scale of need. Outside of Dane County, services to the out of school population appear fragmented. We do not know if we have an organization that owns the work outside of Dane County.

We have begun by laying a program foundation that was funded as a starting point for July 1, 2015.

- Gateway Program
- Youth Training Navigator
- Career Academies available to Out of School Youth - (7/1/2015 – 6/30/2016)

Examples of Career Academies: Core Manufacturing (Baraboo), Manufacturing Welding and Fabrication (two in Madison), Manufacturing Essentials (Watertown/Madison), Hospitality (Baraboo/Madison), Customer Service Support (South Madison), Health Care Administration (Madison), Bookkeeper, Phlebotomy.

Next Steps:

We needed to identify partners who have a proven track record of successfully engaging and retaining the targeted out of school youth population. After identifying organizations that truly own this mission, we needed to engage them in direct design work that will support proto-typing a program model.

The Youth Committee recommended to the Workforce Development Board of South Central WI, at the October 13, 2015 meeting, that the Workforce Development Board staff release a request for proposals targeted at organizations and educational partners who:

- have a track record of providing workforce development services to our targeted customers with demonstrated outcomes
- Are willing to enter into intensive design and implementation work to serve the out of school eligible population within the region. Bidders may have a geographic target.

The Request for Proposal was designed as a planning grant with the purpose of designing strategies that could be prototyped over a six-month period with the expectation of full implementation on July 1, 2016 if promising impacts are achieved.

Timeline:

- October 14, 2015 – Release request proposals for planning partners/Screen proposed applicants/Prepare recommendation to the Board
- November 10, 2015 – Full Board approves contractors.
- November 15, 2015 – Contracts for service were completed and work begun. The Contract conditions - allow contract option to proto-type in winter 2016 with options for contract extensions if work is successful through June 30, 2017
 - Contractors selected:
 - Operation Fresh Start
 - Dane County School Consortium
 - Madison College
 - Moraine Park Technical College

- April 2016 update to Youth Committee on design and pro-type strategies
- May 24, 2016 – Report to full Board on implementation progress
- Full implementation on July 1, 2016

Elements that we will continue to understand as a result of our design and proto-typing work. What are the barriers to out of school youth participating? Who are the right partners who have a track record of engaging and retaining this population and also have a track record of achieving employment results?

1. What is the correct package and sequencing of services that we need to establish and maybe build to support reaching our federal performance outcomes? =
2. What educational services are financially supported by educational partners? What are the funding gaps? Examples: is it in HSED support, technical skill training, instruction in workplace skills (essential skills to successfully obtain and retain jobs), internships, etc.
3. Timing of engagement and enrollment for students who are trying to complete diplomas and did not graduate with their 9th grade cohort

3. Describe the strategy to identify business requirements within the local area and provide support in meeting their needs. [§682.320]

Industry led dialogue and partnerships continue to help guide our workforce strategies to ensure they effectively prepare workers with the technical and employability skills to meet the needs of industry. We organize our business engagement on a sector platform. This consists of tables of industry leaders who are willing to convene and work on shared workforce development solutions to advance the talent pipeline in their industries. We support this work via a Director of Business and Sector Services who is employed by the Workforce Development Board of South Central WI and a Corp of Employment Specialists who are subcontracted to provide the on the ground engagement with industry to understand their workforce needs and help to inform the strategies and investment to develop the region's workers. We will continue to invest in targeted workforce development strategies to better prepare, build and maintain a skilled workforce for the region's driver industries and sectors of Construction, Manufacturing and Health Care, the Industry Grouping of Professional, Scientific and Technical Skills; Finance and Insurance; Information; and Management of Companies and Enterprises as a sector of combined industries and Tourism as a driver sector. See above chart in Section B1.

4. Provide a description and assessment of the type and availability of services available to employers in the local area.

BUSINESS SERVICES The WorkSmart Network assists us in serving our business clients with short- and long-term workforce needs. Together, we offer businesses a range of workforce development resources and strategies to effectively recruit and hire skilled workers, train and retain incumbent workers and navigate workforce reductions and transitions to help our region thrive

SKILLS WISCONSIN The Skills Wisconsin initiative, a U.S. Department of Labor Workforce Innovation Fund grant project, is helping us transform our business services platform with partnerships and technology to better serve our business clients

Part of the initiative includes an annual statewide business services summit, Collabor8, which convenes workforce professionals to discuss strategies and solutions for a demand-driven workforce system.

ON-THE-JOB TRAINING On-the-Job Training is a strategy for companies to find qualified workers to help grow their business. While it helps transition job seekers into employment and gains the needed skills to compete in the workforce, it also helps employers minimize the costs of training new, permanent employees while seeing increased gains in productivity

TRADE UP CAMPAIGN in response to the construction industry's need for more skilled workers in the region, we've collaborated with industry and education partners to develop Trade Up. The outreach campaign features different construction trades career pathways and apprenticeship information for area high school students, parents and educators

MANUFACTURING CAMPAIGN Our ManUFACTURING outreach campaign is helping to promote manufacturing career pathways to area high school students, parents and educators in the Dodge County area in partnership with the Dodge County Manufacturing Business Alliance and area companies.

GUIDED: MANUFACTURING GuidEd: Manufacturing is another outreach campaign we've designed to educate Columbia, Sauk and Marquette County school counselors and school boards about regional manufacturing career opportunities

CLINICAL PASSPORT We work together with the Health Care Workforce Alliance of South Central-Southwest Wisconsin to standardize the clinical placement process in our region using a web-based clinical passport. The passport allows students to complete requirements prior to their clinical start date while helping facilities and colleges reduce duplicative efforts and costs in placement processes

MIDDLE COLLEGE Middle College is a dual-credit career pathway program targeted toward high school juniors who are interested in advancing their education in targeted industry sectors. Students study culinary arts, healthcare or manufacturing career pathway tracks for three semesters at Madison College or Moraine Park Technical College and earn college credits prior to graduation. Local companies partner with us to host Middle College students for paid summer work experiences.

YOUTH APPRENTICESHIP (YA) The South Central Wisconsin Youth Apprenticeship Consortium is advancing our ability to engage businesses in youth workforce development strategies. Last year, 308 students from 27 school districts participated in YA programming. The Consortium is comprised of the WDBSCW, Dane County School Consortium, Jefferson School-to-Work Consortium and Madison Metropolitan School District.

WORKSMART NETWORK ACADEMIES Our new, short-term career pathways training programs called WorkSmart Network Academies are preparing trainees with the immediate skill needs sought by businesses in industries including construction trades, healthcare, manufacturing, hospitality and service

FOUNDATIONS FOR THE TRADES ACADEMY (FFTT) The Foundations for the Trades (FFTT) Academy continues to address the need for a pipeline of skilled workers for the local construction industry. Participants of the FFTT Academy learn industry-demanded skills in the classroom and fine-tune those skills on the work site and gain field experience. The program is

offered in collaboration with Construction Training, Inc.'s START Program, Operation Fresh Start, Urban League of Greater Madison and the WorkSmart Network.

INCUMBENT WORKER TRAINING. In PY 15 the Workforce Development Board collaborated with Madison College using to Fast Forward Funds to develop and train incumbent workers in areas of manufacturing or agriculture. We are working to plan policies and strategies that will enable us to continue this work designating and utilizing the WIOA Incumbent Worker funding option. In PY 15 we offered 8 courses to train 84 participants from more than 10 companies in our region.

II. Vision and Workforce Development Area Goals

- A. Provide a description of the Board's strategic vision and goals for preparing an educated and skilled workforce including youth and individuals with barriers to employment. Include goals relating to the performance accountability measures based on primary indicators of performance in order to support regional economic growth and economic self-sufficiency. [§108(b)(1)(E)]**

Workforce Development Board of South Central WI – Vision, Goals and Strategies – PY16-PY18

Our vision is to build public and private partnerships that support innovation and excellence in workforce development by maximizing access, alignment and accountability to build a talent pipeline for companies and workers guided by the following principles:

Collaboration

Facilitate the bringing together of leaders from diverse sectors who are dedicated to developing collaborative partnerships and solutions to maximize resources and produce mutually beneficial outcomes.

Flexibility

Assure that the workforce development system is able to anticipate, adapt and respond creatively to economic growth and downturns.

Innovation and Improvement

Utilize continuous improvement methods to discover and create more effective processes, technologies, and ideas/strategies that will benefit job seekers, partners, businesses and the region's communities.

Regionalism

Continue to grow and strengthen the regional economy by promoting workforce opportunities to employees that respond to local business needs and maintains equitable access to and utilization of resources.

Customer Focus

Creating one talent development system with a "no wrong door" approach, anchored by One-Stop services that result in developing a highly qualified workforce focusing on employer and employee needs and aligns resources accordingly.

Fiscal Responsibility

Maintain fiscal integrity and accountability.

Valuing People

Recognize people as our region's greatest asset and maintain a focus on the engagement of diverse, underrepresented and barriered workers including priority of service categories of veterans and individuals with disabilities.

Performance Accountability

Utilize performance data, labor market data and industry research to determine workforce skill needs and guide the delivery of quality workforce system services.

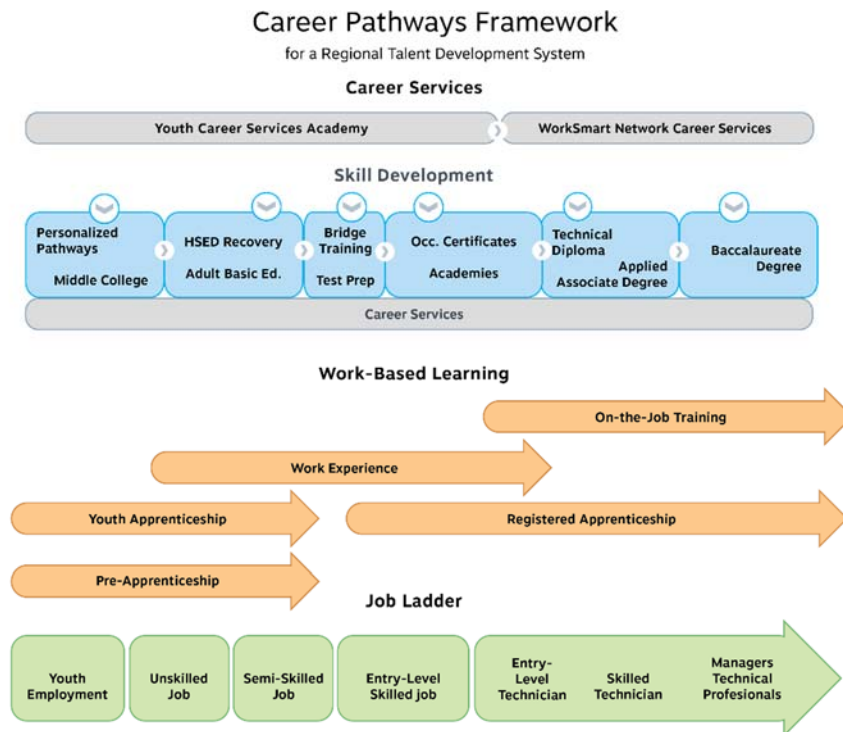
Workforce Development Board of South Central Wisconsin's (WDBSCW) Goals and Strategies

Goal 1: Deliver a results-driven "Talent Development System" providing the opportunity for the region's job seekers, workers and businesses to sustain economic viability and self-sufficiency.

Strategies: Work to create a "Talent Development System" that is built on a Career Pathway framework that:

- a. Supports training in the skills for the driver industries and sectors in our region;
- b. Provides strategic entry points to the stages of skill development for our job seekers;
- c. Provides the essential skills to support the job ladders within our region's driver industries and sectors;

The Career Pathway System is a theoretical framework, long adopted by this organization, which grounds our talent development system.



Inside our “Talent Development System” there is a unique delivery model which includes the following essential elements that support worker and business engagement.

Goal 2: Assure that the “Talent Development System” can respond to:

- Changes in driver industries and sectors, as well as the skills and knowledge ability needs of employers;
- The needs of workers and job seekers, by assisting with acquiring new skills and overcoming barriers;
- The need for alignment of activities with education and regional economic strategies and partners that will aid in providing access to self-sufficiency.

Strategies:

- Conduct ongoing research and analysis of driver industries and sectors in our region;

Driver Industries and Sectors:

The following Driver Industries comprise 49% of all jobs within occupations that both require training at the Associate Degree or less and offer a base wage of \$15/hour or more.

NAICS	Industry	2022 Jobs	Projected Targeted Job Openings	% Share of Targeted Job Opening
23	Construction	30,596	11,282	35%
31	Manufacturing	58,646	10,639	33%
62	Health Care and Social Assistance	62,711	6,362	20%
55, 54, 52 & 51	Professional, Scientific, and Technical Services, Finance and Insurance, Information, management of Companies	108,228	3,400	11%
54	Professional, Scientific, and Technical Services	40,883		0%
52	Finance and Insurance	35,697		0%
51	Information	19,179		0%
55	Management of Companies and Enterprises	12,469		0%
	Totals	260,181	31,683	100%

Tourism is not a Driver Industry from a family supporting wage perspective but it is an important Driver Sector for the South Central WI region. The Sector is comprised of 21 different occupational groups. Tourism offers many jobs that are the first jobs for younger worker customers. The Sector is projected to offer 3,067 jobs in 2022 that offer at least a base wage of \$15/hr.

NAICS	Employment Center Comprised of multiple occupations from various Industries	2022 JOBS	Projected Target Job Openings	% Share of Targeted Job Openings
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11,13,15,17, 19,21,23,25, 27,29,31,33, 35,37,39,41, 43,45,47,49, 51,53	Tourism (Industry mix: Accommodations and Food Service; Art Entertainment and Recreation; Related Retail	40,939	3,067	8%
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b. Invest in service and training solutions that provide access to family sustaining wages for our customers and a trained workforce for our region's driver industries; Strategies include:

- WorkSmart – One Stop System
 - Career Services
 - Short and Long term Training
 - Supportive Services
 - Job Placement Assistance
 - Work Experience/Transitional Jobs/ One the Job Training/
 - Follow-up/Retention Services
- Rapid Response
- Apprenticeship Programs
- Out of School Youth Efforts – (under construction)
- Middle College / DVR Pre- Employment Transition Program (PET – under construction)
- Offender Re-Entry

c. Continue to assure that all efforts align with our regional Partners including educational and economic development organizations to build career pathway solutions.

- CESA 1, CESA 5, CESA 6
- Dane County Schools Consortium
- Division of Vocational Rehabilitation
- Job Service
- Madison College
- Moraine Park Technical College
- Madison Metropolitan Schools Pathway for Prosperity Network
- Madison Area Regional Partnership
- Regional and Economic Development organizations and commissions including the Madison Regional Economic Partnership
- Sector Alliances (Columbia/Marquette/Sauk and the Dodge County Manufacturing Alliance)
- Senior Community Service Employment Program
- Community and Faith Based Organizations throughout our region
- Youth Build and AmeriCorps
- Registered Apprenticeship
- United Way of Dane County
- Youth Apprenticeship Program
- WRTP Big Step

Goal 3: Assure that the “Talent Development System” provides a “One Stop” at which any employer, worker or job seeker may enter into the talent development system with aligned resources and programs.

Strategies: Design and nurture a “One-Stop” system which:

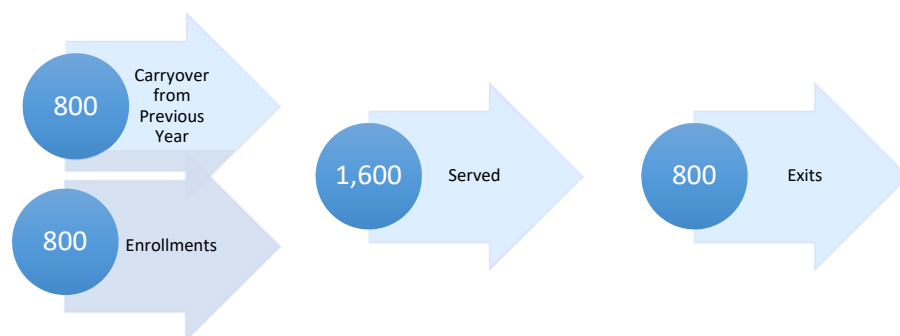
- a. Maximizes services for employers, workers and job seekers while maintains a flexible delivery strategy that can be responsive to economic changes;
- b. Maintains one comprehensive job center supported by several smaller local job centers and community locations which maximize access for workers and businesses to the “One-Stop System”;
- c. Maintains contracted a One Stop Operator position that is assigned to work with One Stop System partners both to coordinate comprehensive Job Center resources and to maximize access and efficiencies;
- d. Supports and maximizes technology solutions such as mobile computer labs, WIFI hot spots and webinars;
- e. Supports sector alliances and partnerships which encourage the engagement and access of businesses;
- f. Offers contractor staff technical assistance and communication through monthly WorkSmart all contractor training.

Goal 4: Assure that programmatic and evaluation results provide partners and elected officials with data to ensure continuous improvement of system activity.

Strategies: Continue a commitment to organizational continuous improvement:

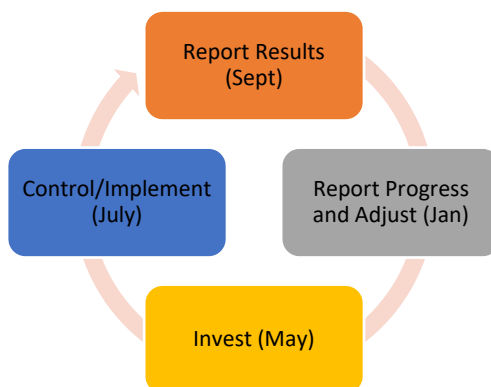
- a. The Board’s Planning and Development and Youth Committees (standing committees of the Board) are designed on a continuous improvement model. The model includes:
 - o planning and developing effective service designs,
 - o turning designs into specific strategies,
 - o evaluating the outcomes and
 - o making adjustments to support better services for workers and businesses.
- b. These efforts are supported by the workforce development Board staff who are informed by Federal, State, regional, local policies and daily engagement with customers, contractors and partners.
- c. The Board Staff have designed and maintained a strong data management system that monitors the effective flow of customers through the system and enables the Board to understand and manage quality workforce system services.
 - o For example, the Board monitors the number of people entering and leaving the system using the following model.

Expected number of people to be served in program services.



- d. Utilize performance data, labor market information and industry research to keep the Workforce Development Board Leadership and Chief Elected Officials informed of performance trends and results.

Continuous Improvement Cycle



Goal 5: Continue to develop an effective Board that values partnership, enables workforce development and creates positive economic change.

Strategies: Utilize the Board members and Committee structure to bring together leaders from diverse sectors in collaborative partnerships dedicated to building innovative solutions that produce meaningful outcomes for our customers and the region as a whole.

- a. New Member Orientation
- b. Every Workforce Development Board Member must serve on a sub-committee.
- c. Board Members are assigned Mentors.
- d. Webinars are held to educate Board Members on important policy and operation facets of the organization's work so that each Members has background knowledge to make decisions.
- e. Tours of Job Center operations.

- f. Board Members are encouraged to engage directly in the Board's work at the regional and county level by cross membership on critical groups such as Manufacturing Alliances and serving as host for Industry Partnership engagements and members of local economic development organizations.
- g. Board members are encouraged whenever possible to serve as internships/work experience/transitional jobs sites, etc.

B. Describe strategies to work with the entities that carry out the core programs that align resources available to the local area to achieve the strategic vision and goals described in II.A. [§108(b)(1)(F)]

One of the core principles of the Boards work is collaboration. We will use the constructing of the Memorandum of understanding to formalize the relationship and shared strategies with our core partners and resources. The MOU will be submitted to DWD on June 1, 2016.

C. Describe the measures the WDB will use to track progress toward these goals.

The Workforce Development Board has as one of its standing committee, the Planning and Development Committee. The Planning & Development Committee's Mission

1. Plan, Design and Develop

- Plan and develop
- Integrated, customer-focused workforce development system
- All program services related activities
- Design frameworks for the workforce system including core, intensive and training services
- *Maintain Career Pathway based and Industry/Sector focused approaches*
- Develop One-Stop Operator Agreements, Business Plans and MOUs
- *Provide One-Stop Operator contract funding recommendations to the Full Board*

2. Evaluate

- Oversee All program service related activities
- Strategies to support workforce development system
- One-Stop Operator Agreements, Business Plans and MOUs
- Be Responsible for Board performance standards and continuous improvement practices for the Workforce System.
- Review the effectiveness and viability of the WDBs regional Job Center/One-Stop System
- Review the activities of other workforce-related partners program and initiatives including the role of One-Stop Operators.

The Planning and Development Committee meets a minimum of 4 times per year and reports directly to the full Workforce Development Board. The Committee also follows an annual work calendar which includes presenting to the full Board a report card of the work over the past Program Year. The report card includes both the Federal Performance data and also just in time data on all aspects of the Board investments.

D. Describe the process used to develop your area's vision and goals, including participants in the process, especially focusing on how industry sector partnerships will be utilized.

The Workforce Development Board began its process to develop the areas vision and goals and strategies in October 2014. At that the Board's CEO provided and orientation to the Workforce Innovation and Opportunity Act to the Chief Elected Officials and the full Workforce Development Board. The orientation also included a briefing on Board redesignation requirements and needed processes; the planning requirements and timelines. The process has been led by the Executive Committee of the Board which includes the officers and the chairs of the Board's standing Committees. The Executive Committee approved a planning schedule and directed the staff to begin working with the Planning and Development Committee and the Youth Committee to develop discussion papers and recommendations to guide the organizations future vision and goals.

The Planning and Development Committee and the Youth Committee have met approximately 9 times since October 2014. All discussion papers that were developed as background materials were prepared after conversations with our industry partners both one on one and in focus groups. The Board staff also conducted special discussion sessions k-16 educational providers and industry to understand the emerging issue around developing an effective talent pipeline. The Board's Executive Director also worked simultaneously with new Chief Elected Officials to gain feedback on the vision, goals and focus on industry partnerships. The Vision and Goals adopted by the Board have been developed as a result of our community conversations.

E. In order to achieve the goals identified above, implementation strategies need to be developed. Describe the strategies the WDB will use to achieve the WDA's vision and goals for the local area.

See Section II A

III. Governance and Structure

A. Plan Input and Review Process

1. Describe the process used, in accordance to the five criteria below, to provide an opportunity for public comment and input into the development of the local plan.

The Workforce Development Board has engaged in a rigorous planning process to construct the Local WIOA Plan. As stated, the majority of the drafting of the plan has been led by the Board's two standing Committees: Planning and Development and the Youth Committee. The Committees have presented all recommendations to the Full Board which has within its membership representative of all of the Core WIOA Partners. All meetings agendas have been publicly posted and held as open meetings. In addition, the Board Executive Director/CEO presented to the Inter County Coordinating Council (which is led by the region's Chief Elected Officials) on the requirements of WIOA, the Board strategic direction and solicited input.

The Board will publicly post the draft WIOA Local Plan on March 2, 2016 to its website and inform all public notices partners of the posting and method to submit comments. The Workforce Development Board will review the comments and recommend any adjustment to the plan based on comments at its March 28, 2016 Full Board meeting prior to submission to the Department of Workforce Development/Governor on March 31, 2016.

The Board received only one public comment from WRTP Big Step in support of the plan and encouraging the Board to involve WRTP Big Step as a critical partner.

- 2. Describe how local workforce partners were involved in the development of the WDB's local plan. Also describe how local partners will be involved in the ongoing implementation of the local plan?**

The local partners are represented on the Board and have participated on the Planning and Development Committee. All meetings have been public noticed. The partners will also participate in the establishment of the MOU.

B. Chief Elected Official(s) (CEO)

- 1. Describe the role of the CEOs in the governance and implementation of WIOA in the local area. In local areas consisting of more than one unit of government, describe the decision making process between the local elected officials. If this is addressed in a WDB/CEO Agreement, please state that it is included in that Agreement and provide the section where it can be found.**

See Attachment D – Chief Elected Official Agreement – Section 6, 8

- 2. Section 683.710(b)(2) states that when a local workforce area is composed of more than one unit of general local government, the liability of the individual jurisdictions must be specified in a written agreement between the CEOs. Please provide this document or specify its location, if it is within another document.**

See Attachment D – Chief Elected Official Agreement – Section 7

- 3. Please submit a WDB/CEO Agreement and/or the CEO Consortium Agreement.**

See Attachment C – WDB/CEO Agreement and Attachment D – CEO Consortium Agreement.

C. WDB Functions

- 1. Describe any roles and responsibilities, as agreed to with the CEO, which may differ or be in addition to those specified in the Act and regulations. Please identify where these responsibilities are listed in the WDB/CEO Agreement.**

See Section II – H

Additional Responsibilities: The WDBSCW shall receive and administer WIOA grants and other federal, state and private funds as deemed appropriate by the WDBSCW in its charge to accomplish its purpose. Additionally, the Chief Elected Officials may petition the WDBSCW to serve as the grant recipient and administrative entity for efforts deemed appropriate and consistent with the purpose of the WDBSCW. The WDBSCW shall have final authority for accepting or rejecting such petitions of the Chief Elected Officials

- 2. Identify the fiscal agent or entity responsible for the disbursement of grant funds. If a fiscal agent is used, attach the current contract and identify who has signatory authority. Submit the WDB/Fiscal Agent Agreement**

The Workforce Development Board of South Central WI serves as the Fiscal Agent per both the Chief Elected Officials Agreement and the CLEO/WDB Agreement.

D. WDB Composition

The Governor shall, once every two years, certify one local board for each local area in the State. Such certification shall be based on criteria established under section 107(b), and for a second or subsequent certification, the extent to which the local board has ensured that the workforce investment activities carried out in the local area have enabled the local area to meet the corresponding performance accountability measures and achieve sustained fiscal integrity. For PY15, DWD issued Administrator's Memo 15-05 which details the requirements that must be met for certification of a local board. A WIOA compliant board must be in place by December 31, 2015. For the following questions, if the response is provided in the CEO Consortium Agreement, the WDB/CEO Agreement or in the WDB By-Laws, indicate which agreement the description can be found in and the section where it is stated. If not included in any of these documents, provide the response below:

- 1. Describe the nomination and selection process used to appoint local business representatives to the WDB.**

See Attachment D – Chief Elected Officials Agreement – Section 6

- 2. Describe how the Board will provide a leadership role in developing policy, implementing policy, and oversight for the local workforce investment system.**

See Attachment L – Workforce Development Board of South Central WI Bylaws – Article I, Article III, Article VII

- 3. Identify the circumstances that constitute a conflict of interest for, or any matter that would provide a financial benefit to a Board member, a member's immediate family, or a representative entity. Include actions to be taken by the Board or Board member in the event of a conflict of interest. If this question is addressed in your conflict of interest policy, state what section(s) contain the response. Submit the WDB's conflict of interest policy. [§107(h) (1 & 2)]**

See Attachment J – Conflict of Interest Policy Adopted by the Board

4. Provide a complete and current WDB membership list.

See Attachment I – Current WDB Membership List (As of January 1, 2018)

5. Attach a diagram, description of roles and responsibilities, and regular meeting schedule of the WDB and subcommittees.

See Attachment K – Workforce Development Board of South Central Wisconsin Board & Committees

6. Describe how the WDB ensures that meetings and information regarding WDB activities are accessible to the public (including persons with disabilities). [§107(e)]

All WDBSCW meetings are publicly noticed via the Wisconsin State Journal. Agenda and updates on activities are regularly posted to the Board's website at www.wdbscw.org. Publicly noticed agendas state the following: "Anyone attending this meeting who requires an interpreter, materials in an alternate format, or other accommodations to access this meeting are asked to contact the Workforce Development Board of South Central Wisconsin office at (608) 249-9001 in advance of the meeting so that arrangements may be made. The meeting location is accessible by ADA standards."

7. Describe the process the WDB will use to notify the CEO of any vacancies and to fill those vacancies with appropriate representatives.

The Executive Director will notify the CEO of any vacancies on the Board and work with the CEO to determine appropriate representatives as replacements prior to engagement with those potential new Board members.

8. Attach the Workforce Development Board By-Laws including date adopted/amended. The by-laws must comply with the parameters listed in Admin Memo 15-05.

See Attachment L – Board Bylaws

E. Youth Standing Committee

WIOA eliminates the requirement for Local Boards to establish a youth council; however, the Local Board may choose to establish a standing committee to provide information and to assist with planning, operations, and other services to youth, which must include community-based organizations (CBOs) with a demonstrated record of success in serving eligible youth. Additionally, an existing youth council may be designated as the youth standing committee if they are fulfilling the requirements of a standing committee which means that they have members of the Local Board who have the appropriate experience and expertise in youth educational and workforce development.

The youth standing committee must include a member of the Local Board as the chair, members of CBOs with a demonstrated record of success in serving eligible

youth and other individuals with appropriate expertise and experience who are not members of the Local Board. The committee may also include parents, participants, and youth. If local boards choose not to delegate this function to a standing youth committee, they are responsible for conducting oversight of youth workforce investment activities under WIOA section 129(c). Boards that choose not to have a standing youth committee must respond to question 5. For those questions that do not apply to your WDB, please answer "Not Applicable".

1. Describe the role and responsibilities of the Standing Youth Committee.

The Youth Committee shall comply with the Workforce Innovation and Opportunity Act. The Youth Committee a.) Coordinate youth activities in the local area; b.) develop portions of the local plan related to eligible youth; c.) recommend eligible youth service providers in accordance with the Workforce Innovation and Opportunity Act, subject to the approval of the WDB; d.) conduct oversight with respect to eligible local providers of youth services; e.) carry out other duties as authorized by the WDB.

Procurement of youth services, including allocation of funding resources, shall be the responsibility of the Workforce Development Board.

2. Describe how the Standing Youth Committee is involved in developing policy.

The Youth Committee develops all youth related policy recommendations for consideration of the full WDB.

3. Identify circumstances that constitute a conflict of interest for Standing Youth Committee members and describe how codes of conduct and conflict of interest issues related to Standing Youth Committee members will be addressed. If this question is addressed in your conflict of interest policy, state what section(s) contain the response. Submit the conflict of interest policy.

See Attachment J – Conflict of Interest – same for all Workforce Development Board members.

4. Describe how the Standing Youth Committee conducts oversight with respect to eligible providers of youth services in the local area and their role in provider selection.

The Youth Committee is responsible for the oversight of all contracted youth program providers and all youth related financial investments including eligible training providers. Report of a different aspect of the youth program is included within each meeting agenda. The Youth Committee also conducts an extensive annual review in September of each year.

F. WDB Support and Administration

1. If the WDB employs staff, identify the number of staff (time percentage), general role, and as part of what structure/organizational entity. Indicate

whether or not this same entity has staff that provides direct WIOA services. Submit the WDB Staff Agreement and/or job description for WDB Director.

See Attachment N – WDBSCW Organizational Chart

The Organizational Chart displays the number of staff with time percentages and general role at the Workforce Development Board of South Central Wisconsin. WDBSCW staff does not provide direct WIOA services.

See Attachment M – WDB Executive Director Job Description

- 2. Include an organizational chart with an 'effective as of date' of WDB staff, administration and support.**

See Attachment N – WDBSCW Organizational Chart

- 3. Provide a copy of the Administrative Entity/Fiscal Agent's organizational chart with an 'effective as of date'.**

N/A

- 4. Attach a copy of the WDB's most recent approved Cost Allocation Plan.**

See Attachment P – Cost Allocation Plan

- 5. Describe and submit the WDB's cash management policy and procedures.**

See Attachment Q – Cash Management Policy and Procedure

- 6. Is an Indirect Cost Rate or de minimis rate of 10% used?**

WDBSCW will not be using an indirect cost rate or the de minimis rate. Instead, WDBSCW will be direct costing all expenditures. Any shared direct costs will be allocated based on the cost allocation plan.

- 7. Describe fee for service(s) activities, and how the funds are accounted for. Submit the WDB's local policy regarding fee for services.**

Fee-for-Service Income – Recognized as income when services are rendered unless collection of amounts due is in question. In this case, revenue is recognized when payments are received.

- 8. Employee health and welfare costs incurred in accordance with local board policies are allowed for the improvement of working conditions, employer-employee relations, employee health, and employee performance are allowable (2 CFR 200.437). Submit the WDB's policy for the provision of these costs for WDB staff.**

See Section 3 (Page 184) of the Employee Handbook: Personnel Policies & Procedures (Attachment T).

9. **Incentive compensation to employees based on cost reduction, or efficient performance, suggestion awards, safety awards, etc., is allowable (2 CFR 200.430). Provide the WDB's policy for incentive compensation to employees and/or service provider staff.**

PURPOSE/POLICY

The WDBSCW strives to recruit and retain highly qualified individuals. Equitable and compliant wage and salary administration not only recognizes different performance levels among employees, but also provides financial incentive for employees at all levels of the Organization.

PROCEDURE

1. Employees receive fair and equitable compensation not to exceed salaries for similar positions in the community and do not receive less than minimum wage.
2. Suggested salary increases must be approved by the Executive Committee of the WDBSCW and the Executive Director/CEO.
3. Employees may receive wage/salary adjustment based on the following situations:
 - a. Workload or job responsibilities adjustment
 - b. Change in position
 - c. Merit increases
4. All salaries including any adjustments are recorded in a change of status form and updated accordingly.

10. **Submit the WDB's personnel policies and procedures.**

See Attachment T – Current WDBSCW Personnel Policies and Procedures.

IV. One Stop System and Service Delivery

A. One-Stop Service Delivery

1. **Describe the One-Stop delivery system in your local area, including the roles and resource contributions of one-stop partners. [§121(a)] Include a list of the comprehensive One-Stop centers and the other service locations in your job center network. Use Form D.**

See Attached Form D – Please note that the Workforce Development Board of South Central WI will be conducting a competitive One Stop System procurement which will be completed on May 24, 2016. The Board will submit an updated Form D and submit by June 1, 2016.

2. **Is each of the required WIOA partners included in your One-Stop delivery system? Describe how they contribute to your planning and**

implementation efforts. If any required partner is not involved, explain the reason. [§121(b)]

All of the required WIOA Partners are part of our One Stop delivery system. The required Partners are all represented on the Workforce Development Board as voting members and serve on one of two standing subcommittee which has worked on the design for our new system framework and bid focus. The Board will detail the roles of the required partners in the MOU which will be submitted to DWD by June 1, 2016.

3. Identify non-required partners included in the local One-Stop delivery system.

The non- required partners will also be outlined in the MOU, describing their roles and commitment. As stated above, the MOU will be submitted to DWD on June 1, 2016.

4. Describe how entities within the one-stop delivery system, including one-stop operators and one-stop partners, will comply with Section 188 and the Americans with Disabilities Act regarding physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities, including providing staff training and support for addressing needs of individuals with disabilities. Describe how the WDB incorporates feedback received during consultations with local Independent Living Centers regarding compliance with Section 188 of the ADA.

The One Stop Operator (OSO) and partners in collaboration with WDBSCW will work to establish roles, responsibilities, procedure, policies and technical assistance needs associated with Section 188 and ADA responsibilities, monitoring and compliance. The WDBSCW intends to utilize the OSO position to support the partners in continuing to improve current practices and reduce barriers to services in an efficient and collaborative method. Minimally, the WDBSCW will engage the OSO to support the advancement of efforts in these areas when relating to the WIOA program services, practices and policies, as well as conduct annual evaluation/monitoring.

5. Describe the WDB's policies and procedures for resolving grievances or complaints filed by participants and other interested parties affected by the local workforce system, including one-stop partners and service providers.

The WDBSCW maintains a complaint process for the WDBSCW and its administered programs. All related service providers have been trained to support and implement the complaint process and procedures. Additionally, the WDBSCW has identified the One-Stop Operator (OSO) as the AJC Complaint Coordinator and has created a centralized resource tool for the collection of complaints. The OSO is responsible for documenting the complaint and referring the complaint to the appropriate partner program and communicate that information to the complaining party.

6. Helping veterans obtain training and employment is the responsibility of all Job Center staff. The local Job Center must provide priority of service to all

veterans and eligible spouses to ensure that the full range of employment and training services are provided in a comprehensive, customer-driven, and seamless manner. Describe processes in place at the point of entry to the system to identify veterans and eligible spouses who are entitled to priority of service (including signage and/or designated areas and staff training). Submit any implementing policies or procedures describing how priority of service is implemented uniformly and appropriately across the local workforce system.

The Workforce Development Board adopted a new veteran's preference policy on January 28, 2016. *See Attachment V.* The policy basically states that Veterans and spouse will be a priority customer at all times of the One Stop System. To advance this work the Board will be establishing within the WIOA Memorandum of understanding specific roles and resources which will support providing quality services to Veterans and their spouses.

7. Please list which career services are provided by which partners to job seekers and employed workers.

As stated about, the Workforce Development Board is conducted a competitive procurement for WIOA services for the period starting July 1, 2016. The procurement includes specifically seeking providers for Career Services. Additionally the Board will outline in the Memorandum of Understanding what additional career service resources will be provided by partners.

8. Describe the strategy to identify business requirements within the local area [682.320]. In addition, describe the business services available to area employers through the One-Stop system, and who provides these services. Provide details about any fee-for-service business services.

As stated about, the Workforce Development Board is conducted a competitive procurement for WIOA services for the period starting July 1, 2016. The procurement includes specifically seeking providers for Business Services. Additionally the Board will outline in the Memorandum of Understanding what additional business service resources will be provided by partners.

9. Describe how "center-based" business services are provided. This description should include how all programs that conduct business services are included in the system and the coordination practices; and how input and feedback from all partners is received and implemented equitably.

As stated about, the Workforce Development Board is conducted a competitive procurement for WIOA services for the period starting July 1, 2016. The procurement includes specifically seeking providers for Business Services. Additionally the Board will outline in the Memorandum of Understanding what additional business service resources will be provided by partners.

10. Describe actions taken by the WDB to promote maximum integration of service delivery through the One-Stop delivery system for both business customers and individual customers. Attach any local policies or procedures in support of this.

As state in Section I C – the Board has been engaged in a strategic planning process to set the framework for integrated service delivery through the one Stop System for both business and customers. Section 1 C states the Boards intent for an integrated service delivery system. A complete model will be submitted on June 1, 2016 after all competitive procurement has been completed and the contractors are selected.

11. Describe how the WDB will ensure the quality of service delivery and continuous improvement throughout the One-Stop centers.

The Workforce Development Board is a data driven organization. We maintain both data, staff, committee and Board review structure to assure that we are continually evaluating our effectiveness. Effectiveness is evaluated against the Federal Performance requirements, just in time data and reflection on the effect of industry sector and partner engagement. The Skills Wisconsin database is used to track our industry engagement; currently the Board has 36 Skills Wisconsin License holders who contribute to the region's outcomes.

12. Describe how the WDB facilitates access to services provided through the local delivery system, including remote areas, through the use of technology and through other means. [§108(b) (6) (B)]

The Workforce Development Board works hard to assure that Board and partner sponsored services are available throughout or region. The Board leverages Madison College and Moraine Park Technical College satellite campus to assure that we are delivering services in locations that have a well-connected technology platform. Additionally the Board has two mobile computer labs with WIFI hot spots that can deployed for services delivered at locations that do not have accessible technology platforms and connections.

13. Describe the connection between the local board WIOA Youth Program and the Job Center service delivery system.

The Workforce Development Board is currently in the design stage for planning our out of school youth services that will be available on July 1, 2016. In the meantime, the WorkSmart (Job Center based staff provides career services in collaboration with Madison College and Moraine Park Technical College to our Youth participants.

14. Describe the WDB's activities/actions with local partners to ensure the development and implementation of common intake for all Resource Rooms per State policy (to be issued). Also include a description of how activities will be coordinated with other points of intake such as the Division of Vocational Rehabilitation.

Common intake for all resource rooms will be defined with the MOU that will be submitted on June 1, 2016.

15. Describe how the end result of the activities described in the previous question show reduced duplication of services for program participants;

ease of program accessibility; and identification of gaps the partnership has to address.

The Board during its planning discussions has set the goal of leveraging all assets to reduce duplication. This will be more clearly defined in the MOU.

16. Describe activities to promote Job Center of Wisconsin (JCW), and address the following:

- a. Any participant needs for computer literacy as part of a system improvement; and

As part of the MOU negotiations the Board will be working with our two technical colleges and the Job Service to increase access to computer literacy. Computer literacy is essential if our customers are to benefit from any of the web based tools available to them via partners services.

- b. How the WDB is coordinating with workforce partners, including Veterans' Services staff, to ensure that JCW is the vehicle for posting job orders for optimal competition of job seekers and available candidates for employers of the job openings.

Job Center of Wisconsin is the portal that the Board funded staff use to begin each participant's engagement. Our goal in PY 16 is to improve the collaboration with the Local Job Service team to improve these efforts. Currently all Business Service Staff market Job Center of Wisconsin as the tool to use for job posting

17. Describe how Salesforce will be used to support and enhance JCW rather supplant JCW.

Salesforce is the tool that the Workforce Development Board of South Central is able to use in the field to record business engagements at all levels. It is the Workforce Development Board of South Central Wisconsin hope that DWD will complete the work with Launchpad the Salesforce agent to be able to upload the field work completed.

18. Briefly describe Information Technology (IT) systems in the local area, including:

- a. Systems in place to assess and place job seekers (include all IT services owned or subscribed to).
- b. Systems used for employer management (include all IT services owned or subscribed to).
- c. Systems used to track participant services (include all IT services owned or subscribed to).
- d. Coordination of local IT systems with Job Center of Wisconsin, ASSET, and other federally or state provided systems.
- e. The assessment process utilized to determine IT needs.

The Board via contract assures that all WDBSCW WIOA contractors have the hardware tools necessary to support the required technology platforms. Further the Board states in all contracts the data systems required for all data

1. Asset is the required participant reporting database.
2. Job Center of Wisconsin is the required Job Seeker database.
3. Job Center of Wisconsin is the preferred Job Order posting database.
4. Salesforce is the ongoing business engagement activity required database.

B. Memorandum(s) of Understanding (MOUs)

The local board, with the agreement of the chief elected official, shall develop and enter into a memorandum of understanding between the local board and the one-stop partners which would be effective July 1, 2016. Due to the changes with enactment of WIOA, DET will be providing additional guidance to the WDB's to assist in the development of local MOUs. Thus, copies do not need to be submitted at this time. The local MOUs must be reviewed and approved by DET by June 30, 2016. The Local Plans for WDBs without an approved MOU will only be conditionally approved.

The Memorandum for the Workforce Development Board of South Central WI will be submitted on June 1, 2016.

C. Current One-Stop Operator

1. Identify the current One-Stop Operator in the local area and attach the current WDB/One-Stop Operator Agreement.

The current One Stop Operator is the Employment and Training Association (EATA). The EATA has been funded to maintain one full time staff position facilitate the responsibilities of the OSO.

2. Describe how the WDB is preparing for the competitive process for OSO selection. Describe how market research, requests for information, and conducting a cost and price analysis were conducted as part of that preparation.

The WDBSCW conducted a competitive procurement for the OSO responsibilities. This process was initiated on December 2, 2015 and the WDBSCW approved the Review Committee Recommendation on January 26, 2016.

3. Role and Responsibilities

The One Stop Operator will provide support to the single comprehensive One Stop Center in the South Central Wisconsin Workforce Delivery Area, located at 1819 Aberg Avenue in Madison (Dane County).

Roles to date pending more definite information from WIOA regulations:

1. Develop a formal referral process for services within and outside the Comprehensive Job Center. Implement minimum standards for referrals, referral follow-up and documentation of referral outcomes.
2. Assure that there is adequate access to customer services including alternative hours of operation.

3. Conduct monthly meetings with members of the Core Partner management team.
4. Implement training or staff development, such as customer services training, cross training on Partners services or other services, for the One Stop Center staff.
5. Develop an outreach and recruitment plan for the One Stop Center.
6. Implement and oversee technology solutions to manage and support enhanced cooperation and coordination of Core Partner Programs.
7. Insure compliance with all state and local policies and procedures related to the One Stop Center. Examples are serve as complaint officer, conduct ADA compliance review and arrange technical assistance as needed.
8. Physical location support:
 - a. Responsible for coordinating physical space planning, monitoring upkeep facilitating adjustments.
 - b. Enforcing one stop facility standards in regards to customer service
9. Prepare and submit monthly and quarterly reports to the Board

Additional responsibilities of the One Stop Operator.

1. Whenever possible One Stop Operator support at the Dane County Comprehensive One Stop Center should be align to affiliate sites for the purposes of items 1, 4 and 5. Affiliated sites include Baraboo, Jefferson sites.

Contract Condition

1. The Workforce Development Board reserves the option to ask the One Stop Operator to perform additional duties allowable once Department of Labor issues the final Workforce Investment Act regulations and the new system delivery designs are finalized by the Workforce Development Board.

D. Certification and Continuous Improvement

The state's certification policy has not yet been finalized by the state workforce board. Following its completion and issuance the WDBSCW will respond accordingly. At this time the WDBSCW also has not finalized the MOU with the One Stop Partners. Through this process service coordination and additional goals or criteria may be established.

V. Results-Driven Talent Development System

One of WIOA's principal areas of reform is to require States and local areas to plan across core programs. This reform promotes a shared understanding of the workforce needs within each State and local area and fosters development of more comprehensive and integrated approaches such as career pathways and sector strategies, for addressing the needs of businesses and workers. The expansion of sector strategies must continue in order to enhance and strengthen Wisconsin's economic vitality through addressing employer and job-seeker talent requirements. Sector partnerships implement effective coordinated responses and integrate resources to develop the talent and workforce needs of key industries of a regional labor market. Wisconsin's system must use labor market information as the basis to

map and assess current sector activities; and regional sector partnerships are not defined by artificial boundaries. Rather, they are determined through labor market analysis. Business service teams will represent the one-stop system to offer a coordinated set of services through the inclusion of all WIOA stakeholders. Sector partnerships must be closely aligned with the education system to develop flexible and response career pathways.

- 1. Describe the local area's workforce development system, including identifying the programs included in the system, and how the WDB will work with the entities administering core programs and other workforce development programs to support alignment and provision of services, including the following:**

As part of the WDBs strategic planning, the Board has confirmed that they will continue to focus the WIOA and other workforce investment on a Career Pathway platform supported by a deliberately designed One Stop System. The WDB in its goals has made a commitment to align all resources to support this work. Section I C provides details to our design.

In order to support the workforce development system development and operational work, the WDB maintains many strategic partnerships including serving on the Board of Directors for the Madison Area Regional Economic Partnership (MADREP), serving on the Business Education Partnership Council (also sponsored by MADREP). The Business Education Partnership Council is comprised of all the 4 year and technical college presidents in the region, the k-12 superintends, the Workforce Development Board Executive Directors for South Central and Southwest and Industry. Additionally the Workforce Development Board is a member with Madison College, the Greater Madison Chamber of Commerce, the City of Madison and the Madison Metropolitan School District in the Pathway to Prosperity Network. The goal of the network is to build a career pathway platform that aligns with a district's Academic and Career Planning work for all Madison Metropolitan School District High School Students.

- 2. Provide a description of how the WDB, working with entities to carry out core programs, will expand access to employment, training, education and supportive services for eligible individuals, particularly eligible individuals with barriers to employment. Include how the WDB will facilitate the development of career pathways and co-enrollment, as appropriate, in core programs, and improve access to activities leading to a recognized postsecondary credential including a credential that is an industry-recognized certificate or certification, portable, and stackable. [Section 108(b)(3)]**

As stated above, the Workforce Development Board of South Central WI is committed to a Career Pathway Model. The Board has deliberated funded both training and staff to support the Career Pathway models. For PY16 the Board plans to dedicate approximately \$500,000 to tuition and fees for stackable credentials and approximately \$700,000 in Academies and Training Navigators. All stackable credentials are designed to earn and lead to recognized credentials. In the PY 16 Memorandum of Understanding development, we will work to increase access to re-entering offenders, veterans, disable and Food Stamp Employment and Training participants. We are also expecting greater participation from Out of School Youth as a result of the new models under design.

3. Describe how the WDB will ensure that individuals are informed of non-traditional employment and training opportunities.

Our local program design includes a program orientation where customers are provided an overview of the program and services, minimally receive an informal assessment and complete a self-assessment, explore labor market information and learn about career pathways. As part of the self-assessment they are asked specifically about non-traditional employment awareness and interest. As program engagement continues staff utilize available resources and make referrals as appropriate to the Technical Colleges for further career exploration which may require training but also when a non-traditional occupational or career track may be an option. The Technical College does offer resources on these occupation, programs, additional research materials and advising support for those who are interested.

4. Describe the WDB's use of initiatives such as incumbent worker training programs, on-the-job training programs, customized training programs, industry and sector strategies, career pathways initiatives, utilization of effective business intermediaries, and other business services and strategies, designed to meet the needs of employers in the local area to meet the needs of businesses. [Section 108(b)(4)(B)]

The above strategies are considered tools by the WDB to support customers participating in Career Pathway Training and Services. The tools are available to all the entire Business Service team within the region.

5. Describe mechanisms that are currently in place or will be in place to provide microenterprise and entrepreneurial training, support programs and co-enrollment, where appropriate, in core programs. [134(a)(3)(A)(i)]

Madison College has just launch a School of Entrepreneurial Training. The Board will be collaborating with the Dean of the newly established school to integrate service into the workforce development System offerings. In addition the WDB continues to collaborate with the University of Wisconsin small business development center to co fund scholarship for persons enrolling in business development courses.

6. Describe how the WDB enhances the use of apprenticeships to support the local economy and individuals' career advancement. Describe how job seekers are made aware of apprenticeship opportunities in the area's job centers.

In PY16, the WDB will be collaboration with the Bureau of Apprenticeship Standards to establish new apprenticeship opportunities in nontraditional industries within the region. Currently the WDB is grant recipient for one of the region's Youth Apprenticeship programs and is committed to work to develop new opportunities to bridge youth apprenticeship training to registered training. This work will be supported by an Apprenticeship Navigator that we expect to be funded via the Bureau of Apprenticeship Standards grant from Department of Labor.

- 7. Describe how the WDB will identify and work with key industry partnerships where they exist within the local area, and coordinate and invest in partnership infrastructure where they are not yet developed.**

The WDB has been aggressive in working with business leaders, our educational and economic development partners to form industry partnerships throughout the region. Industry Partnerships has been a key ingredient in keeping our work close to what is happening in industry and have provided champions to help us build talent pipeline solutions. Examples in the region are the Trade up Campaign, the Manufacturing Campaign, MMSD Pathways to Prosperity Network and GuidED (engagement of secondary education faculty and leaders with Industry).

- 8. Identify how the WDB plans to better align its resources to support and meet the training and employment needs of key industry sectors in the local area. Describe policies adopted or planned for aligning training initiatives and Individual Training Accounts (ITA) to sector strategies and demand occupations.**

The WDB has made a commitment to only invest in training and workforce development solutions that meet the needs of industry. We closely examine the industry demand via Labor Market information and conversation with industry. We also discuss all training content and workforce models with industry prior to making an investment. Please note that our Board appointments are comprised of leaders who emulate the driver industries within the region.

VI. Program Services

A. Priority of Service

- 1. DET will provide a process for establishing priority of service for the Adult program for public assistance recipients, other low-income individuals, and those who are basic skills deficient. Describe any additional priority groups for the adult program other than those required by the Act.**

When funds are adequate to serve all customers who are requesting services under the WIOA priority of service guidelines, then services will be provided to other low income adults whose income falls below the region's self-sufficiency standard which is South Central WI is 255% of poverty which makes persons ineligible for most public assistance.

The local income eligibility scale will be 200% of the Federal Poverty level for Columbia, Dodge, Jefferson, Marquette and Sauk County residents. The local income eligibility scale will be 250% of the Federal Poverty level for Dane County residents.

- 2. For participants who receive priority of service, WIOA Section 680.600 requires local areas to establish criteria by which the one-stop operator will apply such priority. Criteria may include the availability of other funds for providing employment and training-related services in the local area, the needs of the**

specific groups within the local area, and other appropriate factors. Provide the WDB's local criteria and/or policy. [134(c)(3)(E)]

Priority of service applies to a veteran or eligible spouse, regardless of the contracted service provider organization, service delivery location or resources availability. In addition, upon referral to a WDBSCW administered program, the priority of service requirement includes priority for enrollment in the program, as well as priority for participation in the full range of services available through the program.

- 3. Provide a copy of the WDB's local policy that addresses how priority of service to veterans and eligible spouses will be applied. In addition, describe the local procedures developed to implement the requirements under the Jobs for Veterans Act (P.L.107-288)(38 USC 4215).**

See Attachment V for WDB's Priority of Service Policy.

The application of the priority of service would be applied in the following order:

First, to veterans and eligible spouses who are also included in the groups given statutory priority for WIOA adult formula funds. This means that veterans and eligible spouses who are also recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient would receive first priority for services provided with WIOA adult formula funds. Second, to non-covered persons (that is, individuals who are not veterans or eligible spouses) who are included in the local priority groups given priority for WIOA adult formula funds. Third, to veterans and eligible spouses who are not included in WIOA's priority groups. Last, to non-covered persons outside the groups given priority under WIOA.

B. Funding

- 1. Describe any plans for transferring up to 100% of the funds between the adult and dislocated worker programs. If planned, include the circumstances applicable to a transfer request, the measures to assure no loss of service to the original program population, and the expected impact on program performance.**

Transfers of funds between the Adult and Dislocated Worker program will be considered when appropriate based on services and expenditure levels throughout the program year as necessary to continue to deliver services effectively.

- 2. If applicable, describe the WDB's plans to utilize up to 10% of local dislocated worker, adult, and youth formula funds toward the pay-for-performance contract strategy.**

N/A

- 3. Describe the WDB's plan for the allocation of funds between service categories for both adults and dislocated workers. Show the percentages for career services and training allocations for the Adult and Dislocated Worker programs.**

The WDBSCW will be engaging in a procurement process for service delivery as well as the establishment of the MOU with One Stop Partners. The outcomes from these activities will likely impact the allocation of resources. At this time the WDBSCW anticipates 70 percent allocation of Adult and Dislocated Worker resources to support Training Services and 30 percent allocation of resources to support Career Services.

C. Service Strategy

1. Describe service strategies the WDB has in place or will develop that will improve meeting the needs of customers with disabilities as well as other population groups protected under Section 188 of WIOA and 29 CFR Part §38.

The WDBSCW has coordinated with One-Stop Partners to provide access to program services for customers with disabilities, through a wide variety of equipment, technology and partnerships. These enhancements are intended to increase accessibility to customers with visual, auditory, mobility, cognitive or language impairments. Equipment available consists of computers available with large monitors, magnification capacity, audio enhancements, roller balls, scanners, reader technology, speech recognition and adjustable height workstations and telecommunication devices for individuals with hearing impairments. Staff is also available to assist with language translation and interpretation as well as access to the language line coordinated through the State. Staff is encouraged to ask individuals if an accommodation is necessary and then work to align resources and services to maximize accessibility and participation.

The coordination of partners' services is critical to effectively and efficiently address the needs of customers to access services. The Division of Vocational Rehabilitation (DVR) is also a partner in the One-Stop's system efforts to provide services to customers with disabilities. The One-Stop System also relies heavily upon other community partners whose mission is to assist individuals with disabilities. Many of these organizations are available for contact through the United Way sponsored 211 System.

The WDBSCW will continue to consult with DWD and DET to receive technical assistance and training for the WDBSCW, WDBSCW contractors, One-Stop partners and community based partner agencies. Annual monitoring of service providers and service locations will also be utilized by the WDBSCW and OSO to ensure continuous improvement of service delivery and technology.

2. Describe the methods and procedures that have been developed (or are planned) to ensure coordination and collaboration with the following programs:

- a. TANF**
- b. Food Share Employment and Training**
- c. Adult Basic Education and English Language Learning Programs Authorized by Title II of WIOA**

- d. Registered Apprenticeship**
- e. Jobs for Veterans State Grants Program [38 U.S.C. §4102A(c)]**
- f. National Farmworker Jobs Grant Program**
- g. Senior Community Service Employment Program (SCSEP)**

The WDBSCW will be engaging the partner agencies in the establishment of a Memorandum of Understanding (MOU). The process of establishing the MOU will provide an opportunity to outline roles and responsibilities regarding the coordinated service delivery at the Dane County Job Center (Comprehensive One-Stop) as well as costs associated with supporting this service delivery structure. This process will minimally involve the core WIOA funded partners but will be extended to involve all agencies operating at the Dane County Job Center. It is anticipated those partners will include: TANF, Food Share Employment and Training, Adult Basic Education (WIOA), Registered Apprenticeship, Veterans, National Farmworker, Senior Community Service Employment Program, Wagner-Peyser.

The MOU will be established by June 1, 2016.

At the Dane County Job Center discussions with many of Partner Program Managers and Agency Directors have already begun regarding the coordination of services, schedules, events and activities. As the WDBSCW recently identified the One-Stop Operator (OSO), they will likely step in to assist in the facilitation of these discussions and support the development of schedules, referral structures, procedures, documents and trainings to support the coordinated service delivery model. These materials will be housed in a location accessible to partners and distributed widely.

- 3. Describe how the local workforce development board will work with local and statewide offender reentry initiatives supported by the Department of Corrections, as required by 2015 Wisconsin Act 55, 106.36(2)(b). The description should include the following: how labor market information and assessment tools will be utilized, how the board will collaborate with local work release facilities, plans for coordination of case management services, and coordination with programs authorized under WIOA Section 225(a).**

The WDBSCW currently operates a Windows to Work (W2W) program funded through the Department of Correction (DOC) Becky Young Recidivism Funds at the Oakhill Correctional Institution. This program enrolls 30-35 new medium to high risk inmates into a prerelease cognitive thinking and employability curriculum. The W2W staff continue engagement with program participants post release to support reentry into the community. The program has established a direct alignment with the WIOA funded staff to align efforts and resources to support education and employment opportunities and support.

The WDBSCW has also received a Department of Labor (DOL) Linking to Employment Pre-release Specialized American Job Centers (AJC) grant. This project is built on a similar platform as the W2W program but is being operated at the Dane County Jail. The Sheriff's department will employ the staffing to provide the prerelease programming and facilitate the transition to the WIOA service providers to

coordinate post release services and resource alignment to participate in educational activities as well as assistance to obtain and retain employment.

The WDBSCW is also coordinating efforts with the Sauk County Criminal Justice Coordinating Council's (CJCC) Adult Drug Court Program. This program is an 18 month program that uses evidence based practices that include cognitive behavioral programming, enhances mental health services, substance abuse interventions and judicial oversight. Coordination with community partners is essential to programmatic and individuals' success. The WIOA program services and supports are being aligned to support education and employment goal setting and attainment.

- 4. Describe how the WDB will ensure collaboration with Adult Basic Education and English Language Learning programs so that adults who need to improve their reading, writing, math and/or language skills have access to integrated instruction and accelerated entry into post-secondary education to earn an industry-recognized credential.**

Included in #2.

- 5. Provide a description of plans, strategies and assurances to maximize coordination of services provided under the Wagner-Peyser Act and WIOA (for example, WIOA Title 1 staff document workshop services provided by WIOA Title 1 staff in ASSET). The description should include how improved service delivery and avoidance of duplication of services will be achieved.**
[\$108(b)(12)]

Included in #2.

- 6. Describe the process used for reviewing and updating Individual Employment Plans (IEP). Include if the process is used for every participant or if there are exceptions, how frequently it is done, and how it is documented in the participant file and ASSET.**

An Individual Employment Plan (IEP) is to be developed based on the participant assessment. The assessment and IEP may have been conducted or developed recently by another program but shall be reviewed and confirmed by WIOA staff and the participant. The ASSET Employability Plan is the format that is used by the WDBSCW Contracted staff. Other forms and documents may be used to support the IEP may be maintained in the case file. The IEP must include the following elements:

1. Is based on the results of assessment
2. Is jointly developed by the case manager and the participant.
3. The participant's employment goals are identified.
4. Appropriate achievement objectives are identified.
5. Appropriate combination of services to achieve the employment goals
6. Is regularly updated (goal is every 6 months)
7. Identifies/includes non-WIOA funded services that are part of the strategy to address needs and achieve goals.
8. Signed and maintained in the participant file.

- 7. Attach the WDB's policy on Needs Related Payments, or, indicate that the WDB does not use this WIOA provision.**

The WDBSCW does not utilize Needs Related payments at this time.

- 8. Attach the WDB's supportive services policy.**

The WDBSCW Supportive Service Policy is being reviewed as part of the WDBSCW Strategic planning. This policy will be finalized and submitted on June 1, 2016.

See Attachment DD for current Supportive Service policy.

- 9. Describe the process for contacting active participants (adults/dislocated workers and youth). Include if the process is required for every participant or if there are exceptions, how frequently contact attempt is required, how it is documented, and what the procedures are for successful contact attempts.**

Monthly contact with active participants while in job search or training is preferred, but the frequency may be adjusted at the Career Planner's discretion and mutual agreement with the Participant.

- 10. Describe the criteria used by the WDB to determine the appropriateness of exiting a participant (adults/dislocated workers and youth). For example, no contact with case manager, employment plan goals have been met, participant becomes employed at the locally-defined self-sufficiency wage or certain percentage of federal poverty limit, has been employed for minimum number of days, etc.**

Participants exit once they have attained goals identified in their IEP. This can be the completion of training or obtaining employment. Guidance to this point is that staff has to make a minimum of 3 attempts using a variety contact methods (phone, email, text, letter). If none of these attempts have garnered a response the participants file may be considered lost and considered for service closure. WDBSCW staff are currently evaluating and monitoring longer term cases to better understand issues to support the development of a more detailed process and/or procedure for exiting participants.

- 11. Provide a copy of the WDB's follow-up services policy. This policy should include follow-up requirements (follow-up on all participants or exceptions), frequency of contact, and required documentation.**

The WDBSCW contractors are to ensure follow-up services are provided accordingly. Contracted staff is responsible to provide customers with follow up services and document the services in accordance with program guidance and requirements.

Frequency of Contact – Staff will maintain regular contact with participants and provide services post program exit for duration of 3 quarters following their exit quarter or 12 months whichever is longest.

Customers in follow up will be contacted by their contracted staff a minimum of once a month in the first 90 days of services being closed. After the first 90 days customers will be contact a minimum of once a quarter. If the customer is not responding to the Employment Specialist after the first three contact attempts each quarter then local staff may contact the last known employer.

Documentation – Services, activities, and contacts will be documented in accordance with relevant program guidance and procedures.

D. Dislocated Workers

1. Provide the WDB's definition of "unlikely to return to previous industry or occupation" when required for eligibility for dislocated worker services.

Dislocated Workers must meet general, state and federal eligibility criteria to receive employment and training services under the WIOA Dislocated Workers program.

Definition – An individual unlikely to return to previous industry or occupation must meet two of the following criteria as established by the local board:

- Education Level – Highest education level completed is a high school diploma or lower
- Job Tenure – Worker was employed in previous occupation for 10 years or greater
- Declining Industry – Worker's previous industry within our workforce region is experiencing a negative growth rate
- Low Demand Occupation – Worker's previous occupation within our workforce region is experiencing a negative growth rate
- High Unemployment Rate – Unemployment rates for the worker's community of residence is higher than the unemployment rate within the local workforce regions

Documentation – Appropriate documentation will be collected in accordance with relevant program guidance and procedures.

2. Describe WDB policies and procedures to support Re-employment Services (RES) activities. For example, participation in RES in-person sessions.

WorkSmart Staff attend RES sessions whenever possible. If staff cannot attend, Job Service staff are given WIOA information and language to share on behalf of WorkSmart staff.

3. Describe the process for providing rapid response services to worker groups on whose behalf a Trade Adjustment Act (TAA) petition has been filed. [§134(a)(2)(A)] This description must include how the local area disseminates benefit information to provide trade-affected workers in the groups identified in the TAA petitions with an accurate understanding of the provision of TAA benefits and services in such a way that they are transparent to the trade-affected dislocated worker applying for them.

Rapid Response services for worker groups that have filed a TAA petition receive the same Rapid Response information sessions and supplemental Rapid Response services as non-trade eligible workers. If the petition has been approved prior to the Rapid Response information session a TAA representative will be invited to attend and speak about the program.

WDBSCW staff and contract staff (WorkSmart Network staff) attend and assist as needed at TAA enrollment sessions. TAA staff is responsible for disseminating TAA benefit information.

4. Describe the local area's Rapid Response framework and processes, addressing the following items:

- a. Identification of WDB and Job Service leads (Rapid Response Practitioners)

Workforce Development Board of South Central Wisconsin RR Practitioners:

Lead: Danica Nilsestuen, Director of Sector Development and Business Services

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Back-up Lead: Seth Lentz, Deputy Director

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Rapid Response Practitioner: Kimberly Larson, Program Assistant

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b. Clarification of roles and responsibilities for the WDB and Job Service

Lead RR Team Roles

The Workforce Development Board of South Central Wisconsin (WDBSCW) will serve as the lead for Rapid Response (RR) coordination for the South Central Workforce Development Area (WDA 10). Danica Nilsestuen is the lead RR Practitioner for WDA 10. Seth Lentz, Danica's direct supervisor, will serve as backup lead.

Job Service staff (Joan Tompsett and Kathi Strohbusch) have been identified as the Department of Workforce Development's (DWD) local RR Practitioners, with their supervisor, Susan Bogen as a backup. Joan will serve Dane, Sauk, Columbia and Marquette Counties and Kathi will cover Dodge and Jefferson.

WDBSCW RR Practitioners will be responsible for: receiving notices from DWD, coordinating initial employer meeting, attending and facilitating the initial employer meeting, including DWD local RR practitioners, coordinating local partners to implement RR plans, facilitating RR information session, providing RR information session folders, filling out Rapid Response reports, entering RR information into the DWD Layoff Event Tracking System and Salesforce, collecting surveys and ensuring appropriate delivery to DWD, managing survey data, leading RR information sessions, maintaining and managing RR equipment, coordinating information dissemination amongst RR partners, maintaining communication with employer throughout the RR process, coordinating supplemental RR activities and coordinating enrollment of dislocated workers into WIOA programming.

Job Service RR Practitioners will be responsible for: working with WDBSCW to schedule and attend initial employer meeting, assist with the development of the RR plan, participate in the RR information sessions, provide Job Service handouts when appropriate, assist WDBSCW to develop supplemental RR activities, work with WDBSCW to coordinate enrollment of dislocated workers into WIOA programming

c. Mechanisms for routine communication between the WDB and Job Service

Monthly Local Business Solutions Team Meetings, Salesforce and meetings or conference calls scheduled as needed. Email for scheduling employer meetings and Rapid Response sessions, and information gathered at follow up meetings or phone calls.

- d. Integration of the minimum level of required transition services (see list on the Rapid Response Practitioners' webpage).

Rapid Response Process

- 1) Notice received by WDBSCW (WARN, DWD, media, staff or partner organization)
 - 2) WDBSCW coordinates initial employer meeting, type depends on size, location and timeline for dislocation. (In person meeting with Job Service, conference call with Job Service or phone interview with WDBSCW only).
 - 3) WDBSCW (and Job Service) meet with business to gather information about the timeline, workforce, separation agreement and provide information about Rapid Response services. Provide RR folder and 'managing a layoff' handout. Initial RR plan will be developed at this meeting. Tentative dates for RR Information sessions will be selected, with supplemental services selected when appropriate, and group will determine next steps, assign roles and set a communication timeline and structure.
 - 4) WDBSCW coordinates with partners to lock in dates for information sessions. Remains point of contact for employer.
 - 5) Information entered into DWD tracking system and Salesforce. Layoff Report completed and sent to DWD.
 - 6) Transition plan development with local team.
 - 7) Information about timeline, transition plan, workers, separation agreement sent to appropriate partners.
 - 8) Information sessions held.
 - 9) WDBSCW collection of surveys, copied and originals mailed to DWD.
 - 10) Coordination of supplemental services by WDBSCW when appropriate.
 - 11) Continued updates into DWD tracking system and Salesforce
 - 12) WDBSCW and WorkSmart Network continue to work with employer to add additional services as needed. Which could include, but are not limited to: Additional workshops, onsite staff hours, job postings, job fairs.
 - 13) Monitor changes in closure/layoff timeline by WorkSmart Network staff and WDBSCW.
 - 14) Continue to keep partners updated through Salesforce and Local Business Services Team and conference calls as needed.
- e. Identification of flexible and innovative services and solutions to address both employers' and workers' transition needs

Supplemental Rapid Response Service Providers

Provide supplemental workshops for impacted workers, including, but not limited to:

- Job Center of Wisconsin, overview and how to register
- How to find a job online, how to apply for a job online
- Resume
- Interview
- Services for Veterans
- Services for workers with disabilities
- Social Security (workshop for impacted workers considering retirement)

- Healthcare Options and the Affordable Care Act
- Job Fair
- WIOA enrollment sessions
- Onsite office hours
- Peer Counseling
- Training options
- Navigating the Technical College system, what can they offer me?
- Financial Planning

Partner list:

- DWD
- Job Service
- WDBSCW
- WorkSmart Network
- Veterans
- Department of Vocational Rehabilitation (DVR)
- Local credit union or financial institution
- Social Security office
- Madison College or Moraine Park Technical College or UW School of Continuing Education

f. Mechanisms for leveraging staff and other resources

WDA 10 Rapid Response Information Session Team & Roles

- WDBSCW Lead RR Practitioner
 - Facilitate Information session (welcome, agenda overview, purpose, time keeper, handle difficult situations/questions that come up)
 - Collect Surveys
- WDBSCW Program Assistant, Rapid Response Practitioner
 - Facilitate Information Session (welcome, agenda overview, purpose, time keeper, handle difficult situations/questions that come up)
 - Collect Surveys
 - Provide RR folders
- DWD local RR practitioners (Job Service)
 - 5-10 minute presentation on Job Center services, Job Center of Wisconsin
 - Provide appropriate handouts
- United Way (Dane County and companies outside of Dane County represented by a union)
 - 5-10 minute presentation
 - Provide appropriate handouts
- Unemployment Insurance (Melissa Montey, region 10 coordinator, determines availability of UI staff)
 - 30-45 minute overview, with time for questions

- Availability to work with employer on any other specific UI questions or issues
- WorkSmart Network Employment Specialist (determined by location of impacted business and current caseload)
 - Role: 10-15 minute overview of dislocated worker program (WorkSmart Network) and brief overview of healthcare handout. Will cover 2-1-1 if United Way is not present.
 - Dane County: Jane Budde, Jeff Kennedy
 - Sauk, Columbia, Marquette: Judy Gaffney
 - Jefferson, Dodge: Arlene Haumschild, Andy Clayton

g. Effective utilization of materials

WDBSCW created a folder outlining our WorkSmart Network programming (Dislocated Worker Program), which also serves as a folder to hold other handouts from partners, including, but not limited to: United Way 2-1-1, United Way financial planning, UI FAQ, UI Locking in a Benefit Year, DWD Healthcare Options, DWD Roadmap (now discontinued), FINRA, Skills Explorer, Worker Survey, Job Service calendar of workshops, Job Center of Wisconsin registration tips, contact information for WorkSmart Network Employment Specialist, and next steps check list.

h. Engagement of appropriate partners
Please see answers to questions 'd' and 'e'.

5. Describe the mechanisms that are currently in place or will be in place to identify employers at risk of layoffs. [§682.330(g)(1)]

Continue to work with WEDC, MadRep, County and City Economic Development professionals in the South Central Region as well as continued to meetings with local business partners individually or in consortia.

6. Describe the methods and procedures the WDB developed or will develop to expand coordination of service delivery with the Trade Adjustment Assistance program. The Department of Labor expects the State (via the WIOA program) to offer Rapid Response and wrap-around services to TAA-eligible dislocated workers, prior to and post training services.

The description should include all phases of the dislocation response process, such as rapid response on receipt of petition notice, participation in program orientation, assessment and Employment Plan development, preparation for re-employment and skill training, and provision of placement services.

Please also see answer to question 3 in this section and Attachment for South Central Local Rapid Response Plan. Continued coordination of TAA information / intake sessions, continued dual enrollment in WIOA / TAA programs.

E. Title I Basic Career Services

1. Describe any basic career services that will be provided in addition to those specified in Sec. 134(c)(2)(A)(i) of the Act and TEGL 3-15.

The WDBSCW does not have plans for additional Basic Career Services at this time. As the WDBSCW engages partners in the MOU process and service coordination evolves this may change over time. The WDBSCW will also be conducting a procurement for service provision from which services may be proposed or leveraged that cannot be anticipated at this time.

2. Describe the WDB's design for Title I basic career services.

Basic Career Service will be anchored in the One-Stop Job Centers. These services may be provided by the various partner agencies as well as WIOA funded contractors. These services may include:

- Determinations of whether the individual is eligible to receive assistance from the adult, dislocated worker, or youth programs;
- Outreach, intake (including worker profiling), and orientation to information and other services available through the local workforce system;
- Initial assessment of skills levels, including literacy, numeracy, and English language proficiency, as well as aptitudes, abilities (including skills gaps), and support service needs;
- Labor exchange services, including:
 - job search and placement assistance, and, when needed by an individual, career counseling, including the provision of information on nontraditional employment and in-demand industry sectors and occupations; and
 - appropriate recruitment and other business services on behalf of employers, including information and referrals to specialized business services not traditionally offered through the local workforce system;
- Provision of referrals to and coordination of activities with other programs and services, including programs and services within the local workforce system and, when appropriate, other workforce development programs;
- Provision of workforce and labor market employment statistics information, including information relating to local, regional, and national labor market areas;
- Provision of performance information and program cost information on eligible providers of training services by program and provider type; Programmatic eligibility determination
- Provision of information, in usable and understandable formats and languages, about how the Board is performing on local performance accountability measures, as well as any additional performance information relating to the local workforce system;
- Provision of information, in usable and understandable formats and languages, relating to the availability of support services or assistance, and appropriate referrals to those services and assistance;
- Provision of information and assistance regarding filing claims for unemployment compensation, by which the Board must provide assistance to individuals seeking such assistance.
- Assistance in establishing eligibility for programs of financial aid assistance for training and education programs not provided under WIOA.

- 3. Under WIOA, there is no requirement that a participant must receive career services prior to training services. However, at a minimum, to be eligible for training, an individual must receive an eligibility determination for training services. Describe how the WDB will manage this for participants being fast-tracked into training. [§680.220)].**

The WDBSCW will also be conducting a procurement for service provision from which services may be proposed or leveraged that cannot be anticipated at this time. Additionally, as the WDBSCW engages partners in the MOU process and service coordination evolves this may change over time. The planned design will include a team of staff designated to facilitate outreach, recruitment, eligibility determination, and assessment and referral services. There will also be opportunities to be referred directly through partner programs. Based on these engagements individuals determined eligible and assessed as appropriate for training they will be referred to the appropriate WIOA funded staff.

F. Individualized Career Services

- 1. Describe any individualized career services that will be provided in addition to those identified in Section 134(c)(A) (xii) of the Act and TEGL 3-15.**

The WDBSCW does not have plans for additional Individualized Career Services at this time. As the WDBSCW engages partners in the MOU process and service coordination evolves this may change over time. The WDBSCW will also be conducting a procurement for service provision from which services may be proposed or leveraged that cannot be anticipated at this time.

- 2. Describe how individualized career services will be coordinated across programs/partners in the One-Stop Centers, including Vocational Rehabilitation, TANF and Adult Education and Literacy activities. Specify how the local area will coordinate with these programs to prevent duplication and improve services to customers.**

As mentioned the WDBSCW will be engaging partners in the establishment of a MOU which will assist in the establishment of roles, responsibilities and strive towards the alignment of services. Minimally the Individualized Career Services will be made available as appropriate. Services may include:

- Comprehensive and specialized assessments of the skills levels and service needs of adults and dislocated workers; Section 134(c)(2) and (c)(3) list the required local employment and training activities. To satisfy some of these requirements, the use of assessments is necessary. Ostensibly to avoid duplication of services, WIOA contains a clause that allows the use of previous assessments from another education or training program. The previous assessments must be determined to be appropriate by the One-Stop Operator (OSO) or the One-Stop Partner (OSP) and must have been completed within the previous six months
- Development of an individual employment plan to identify the employment goals, appropriate achievement objectives, and appropriate combination of services for

the participant to achieve his or her employment goals, including the list of, and information regarding eligible training providers;

- Group counseling;
 - Individual counseling;
 - Career planning;
 - Short-term prevocational services, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct services to prepare individuals for unsubsidized employment or training;
 - Internships and work experience that are linked to careers;
 - Workforce preparation activities;
 - Financial literacy services as described in WIOA §129(b)(2)(D);
 - Out-of-area job search and relocation assistance; and
 - English language acquisition and integrated education and training programs.
3. **DET is currently developing a statewide definition for economic self sufficiency, including the process for applying the definition. Until that is implemented, WDBs are to use their current definition and processes. WDBs are required to adopt the State's definition and processes once it is issued. The following language should be added to the WDB's local plan: "The WDB will continue applying its previously approved self-sufficiency definition until the State's uniform 'economic self-sufficiency' definition, policy, and process for application have been issued. Once issued, the WDB will cease using its local definition and adopt the uniform definition, policy and process for application." Attach the WDB's previously approved self-sufficiency definition/policy.**

See Attachment BB – Self Sufficiency Definition/Policy

4. **The State's economic self-sufficiency policy allows local areas to place individuals into training programs that may not immediately lead to economic self-sufficient employment. Describe the general instances or circumstances where this would be allowable and the procedure that will be used to allow these exceptions. Otherwise, confirm that this is not an allowable process within the local area.**

Training request will include labor market data to demonstrate the alignment to self-sufficient employment. Exceptions due to extenuating circumstances may be granted if there is documentation to demonstrate the career pathway progression to achieve self-sufficient earnings. Such documentation must be submitted for consideration by the WDBSCW staff prior to training approval.

G. Training Services

1. **Of the amount the WDB has allocated for training, identify the percentage of training funds earmarked for ITA, On-the-Job Training (OJT), incumbent worker training, transitional jobs and customized training.**

The WDBSCW does anticipate utilizing the ITA, OJT and Transitional jobs training strategies. The percentages of the training funds earmarked for these strategies is as follows:

ITA	79%
OJT	11%
Transitional Jobs	10%

2. **Describe any plans for using up to 20% of local area dislocated worker and adult formula funds to provide the Federal share of the cost of providing training through a training program for incumbent workers. Submit the local policy and forms, including an itemization of the non-federal reimbursement share [§680.800, 134(d)(4)(A)(i) and TEGL 3-15]. Note: It is not necessary to develop policies and procedures for the provision of incumbent worker training if the WDB does not plan on providing this service. If the WDB is interested in providing this training, policies can be developed and submitted but will be subject to further revision, if necessary, based on release of the final federal regulations.**

The WDBSCW has not and does not anticipate the utilization of Customized Training or Incumbent Worker Training at this time. The WDBSCW will submit a plan modification in PY16 as a need develops to train incumbent workers.

3. **Describe any plans for using up to 10% of local area dislocated worker and adult formula funds to provide transitional jobs, including the process to identify individuals with barriers to employment, chronically unemployed or have an inconsistent work history; identify appropriate employers, planned reimbursement amounts, what supportive services will be included, and any limits on duration. Submit the WDB's local policy and forms. [134(d)(5), §680.840a and TEGL 3-15] Note: It is not necessary to develop policies and procedures for the provision of transitional jobs if the WDB does not plan on providing this service. If the WDB is interested in providing this training, policies can be developed and submitted but will be subject to further revision, if necessary, based on release of the final federal regulations.**

The WDBSCW does intend to utilize the Transitional Job Training Strategy. The WDBSCW is in the process of updating language reflected in the document to align with the WIOA language. You will note that current documents reflect "Work Experience" and will be updated to reflect Transitional Jobs when referencing the Adult and/or Dislocated worker population.

See Attachment X – Transitional Jobs / Work Experience Guide and Forms

4. **Describe how the WDB will, with representatives of secondary and postsecondary education program, economic development agencies and industry, lead efforts in the local area to develop and implement career pathways within the local area by aligning the employment, training, education, and supportive services that are needed by adults and youth, particularly individuals with barriers to employment. Also describe how the WDB and the area's technical colleges will define their roles to support a**

regional career pathway system. Information about Wisconsin Career Pathways, formerly the RISE Initiative, can be found at <https://www.wicareerpathways.org> [§101(d)(5)]

Under the guidance of the WDBSCW membership and various Regional Sector Teams, the WDBSCW has been able to successfully develop a Career Pathway training platform in coordination with our Technical College partners. Our work has been targeted at our driver industries and related occupational skill needs. The colleges have helped to break down their programs into shorter modules, align the training modules to build/stack upon one another, seek certifications and credentialing through the WTCS.

These trainings are offered based on data and industry guidance. Career Pathway trainings are not all available at any given time, but are offered based on industry need. While this work has been developing in our region for several years the efforts have been supported through a variety of grant resources such as TAACCCT, WAT, WIA and Fast Forward. More recently we have been able to increase the scale and reach of these offerings by increasing the sectors as well as the training locations. Career Pathway training is now being offered at the Madison College Truax and regional campuses.

As we look to the future we anticipate continuing our efforts to provide these Career Pathway trainings in non-traditional formats. These formats may include weekend and evening formats. We feel this may be conducive to the under-employed workers who are in need of or have the desire to continue skill development and career pathway advancement without leaving the workforce. We also look to continue to work with industry to understand how to align these offerings with their incumbent worker development efforts such as tuition reimbursement. By increasing the financial sources as well as the number of individuals engaging in these designs we can develop and offer more advanced levels of trainings. When we establish a strategy to serve incumbent workers, we will seek a modification to this plan.

- 5. Describe the WDB's policy for its Individual Training Account (ITA) system including limits on duration and amount. This description (and policy) must include the (1) specific process and/or method used by which WIOA training funds are coordinated with other sources of funding for training and, (2) process by which WIOA funds are utilized if other sources of funding are pending approval, and how those WIOA funds are accounted for when other sources of funding are approved/disapproved. Submit the WDB's ITA policy.**

The Workforce Development Board of South Central Wisconsin (WDBSCW) provides financial assistance through Training and Support Services payments to assist in degree or occupation activities of qualifying Workforce Innovation and Opportunity Act (WIOA) customers. All WIOA customers are required to apply for financial aid. Pell Grants awarded are to be directed to training costs prior to the expenditure of WIOA Funds. All reservations requesting funds for training should have an award letter from the customer's school determining Pell Grant amount or stating that the customer is not eligible for the Pell Grant. The only exceptions will be

those customers entering training in academics not eligible for financial aid (i.e. CNA program). Also attached to the reservation should be a description of tuition and book costs for the customer. The WDBSCW will provide funding up to two annual maximum amounts of \$1,000 (\$500/semester) for support services and \$3,000 (\$1,500/semester) for training services. Exceptions to these caps may be granted with prior approval based on extenuating circumstances.

See Attachment DD – Support Services & Training Payment Policy

6. Describe and attach the WDB’s policy and procedures for adding, monitoring and removing training providers from the ITA list.

The Workforce Development Board of South Central Wisconsin follows the state of Wisconsin’s guidelines in adding, monitoring and removing training providers from the ITA list. The WDBSCW communicates any issues with the Department of Workforce Development regarding the adding, removing and monitoring of ITAs.

See Attachment Y – Individualized Training Provider Monitoring

7. Describe the WDB’s intent to use exceptions (contracts) instead of or in conjunction with the ITA system. Address the following issues as applicable:

The WDBSCW does utilize contracts for training in several situations including to purchase cohort training from the technical college but training is ITA approved and results in technical college credits, certifications or industry recognized credentials. Any training not conducted in conjunction with the technical college must result in industry recognized credentials or will be approved through the pre-apprenticeship training process.

a. Describe the WDB’s policies for OJT and Customized Training opportunities including the length and amount. Submit the WDB’s OJT policy and customized training policy.

See Attachment Z – OJT Guide and Materials

b. If a determination was made that there is an insufficient number of eligible providers, describe how this determination was made and the competitive process to be used in selecting providers under a contract for services.

Not applicable because we have adequate eligible providers.

c. If the WDB intends to serve special participant populations that face multiple barriers to employment, describe the criteria to be used to determine the demonstrated effectiveness of community-based organizations or other private organizations that serve these populations.

Academies and Class Sized Efforts

Our local technical colleges have met our needs through the packaging of short term, stackable credential training which also provided basic literacy services targeted to

specific barriered populations. These training compositions are developed in coordination with industry to ensure appropriate skill development and employment opportunities are available for successful completers.

8. Describe the documentation required to demonstrate a “need for training.”

Training services may be made available to employed and unemployed adults and dislocated workers who after eligibility determination and assessment have been determined as unlikely to obtain self-sufficient employment. This may be due to a variety of life circumstances including, dislocation, poor work history, change in health status, and change in family or housing status or a lacking of skill credential. All of these issues can significantly hamper an individual's ability to compete in the job marketplace. Any of these challenges can be determined through an interview, evaluation, assessment or career planning engagement and must be documented in the electronic and programmatic case file accordingly.

H. Youth Program

WIOA outlines a broader youth vision that supports an integrated service delivery system and gives framework through which states and local areas can leverage other Federal, State, Local and philanthropic resources to support in-school and out-of-school youth.

1. Since WIOA requires 75% of youth funds to be spent on out-of-school individuals, please provide the following information:

- a. WDB's approach to meeting the required 75% minimum youth expenditure, including the planned program design.

The WDBSCW has recently conducted a procurement to identify partners who have proven track record of successfully engaging and retaining the out of school youth population. These partners are now engaged in the design work that will support proto-typing and program models for implementation.

- b. Current and planned recruitment strategies to expand and market services to out of-school youth.

Current and planned recruitment strategies include outreach through community based organization, the ABE programs at the technical college, coordination with the school districts for outreach to non-graduates or graduates who did not have plans to continue education post high school, increased collaboration with the foster care system and various justice systems.

- c. Current and planned strategies to target services to youth, and to ensure seamless, year-round services to out-of-school youth.

Same as above.

- d. Current and planned strategies to encourage 16-17 year old dropouts/non-attenders to return to school.

Same as above.

- e. Current and planned retention strategies to retain out-of-school youth in employment or post-secondary education.

The integration of staff to support and mentor the youth engaged will be critical for participant retention in the various strategies. Additionally, training and supportive services will be utilized to minimize financial barrier for continued engagement.

- f. Current and planned service strategies for assuring that out-of-school youth deficient in basic reading/writing and math will increase one Educational Functioning Level.

Current and planned strategies are being focused on youth who are engaging in some level of educational programming. This may be engagement through technical college programming such as MATC's Gateway program, MATC's Bridge programming, ABE/ELL programming, GEH/HSED/509 programming or through community based partner programming such as Operation Fresh Start. Regardless of the program alignment all of these programs have skill assessments built into their programming early in the engagement and we continue to build in additional assessment or evaluation point throughout the engagement to document the educational advancements.

- g. Strategies to ensure career pathways information will be included in the participant's Individual Service Strategy.

Career pathway development permeates all of our programming. We continue to build structures and strategies that align and can engage multiple audiences. This also supports the integration of fund sources to support strategy sustainability.

2. Provide the name of the assessment tool(s) the local board will administer to in-school and out-of-school youth to assess their academic levels.

The WDBSCW-contracted service providers will provide objective assessment(s) to each youth participant as required. The WDBSCW-contracted service providers may use previous basic skills assessment results if such previous assessments have been conducted within the past six months. If an educational functioning level (EFL) is needed to support program eligibility or progress, the WDBSCW-contracted service providers are to utilize a formalized assessment instrument that is valid, reliable and appropriate for the target population.

3. Describe how the local board will assess the youth for occupational skills, prior work experience, employability, interests, aptitudes, supportive service needs, and developmental needs.

WDB contracting staff assess youth prior to enrollment by using and/or acquiring school records, standardized assessment tests, and other acceptable assessment instruments which will identify and develop appropriate career plans.

4. Describe the activities the local board will provide that lead to the attainment of a secondary school diploma or its equivalent, or a recognized post-secondary credential.

The South Central region has two primary youth strategies targeted at in-school youth and out-of-school youth.

The In-School Youth Middle College program career pathway model is designed to support a technical college educational engagement for high school students outside of, or beyond, the traditional secondary school setting. The program engages senior level high school students for two semesters culminating in a work experience component. Youth receive dual credit recognized by both the high school and the technical college, thus placing youth in a path to complete their high school diploma requirements, earn up to 28 technical college credits, and gain valuable industry related work experience. Participants successfully completing Middle College earn nationally recognized safety credentials such as OSHA-10 and ServSafe, as well as, college issued certificates for Manufacturing Essentials, Medical Office Assistant and Food Production Assistant.

The out-of-school strategy currently utilizes our technical college partners as service providers. Training Navigators will assist the out-of-school youth population with the development of short and long-term career goals, provide services specifically targeted for the out-of-school young adult population and meets the Career Pathway philosophy. The WDBSCW has partnered with the Gateway to College program at Madison College to deliver services exclusively to students who are 16 to 21 years old and have not experienced success in a traditional high school. These students are either no longer attending or are significantly behind in credits and are unable to graduate with their peers due to credit deficiency resulting from absenteeism and low GPAs.

The Gateway to College program design is built around a learning community of 20-25 students who take all of their first term courses together in preparation for becoming independent college students on the Madison College campus. The learning community first term courses are reading, writing, math, and study skills. Students will earn both high school and college credits starting in their first term. Students spend 3-4 hours outside of class working on homework. After successfully completing the first term, students transition into college level courses. Students enroll in Madison College courses and continue to earn both high school and college credit as they work towards earning a high school diploma. All courses after the first term are selected with the assistance of the Resource Specialist based upon each student's high school completion plan and educational goals.

Gateway to College is for students who are:

- 16 to 21 years old
- Behind in high school credits (for age and grade), with a history of truancy, and low GPA

- Students who live in one of the following school districts: Madison Metropolitan School District (MMSD), Middleton-Cross Plains School District, Sun Prairie School District, Waunakee School District, and McFarland School District
- A diverse group of young people facing many challenges
- Reading at an eighth grade level or higher (English proficiency)
- Able to complete their high school diploma by age 22
- Willing to make a long term commitment (two or more years) to work hard to complete high school and progress toward a college degree

Services will include an alignment with other GED/HSED/bridge programming.

5. Describe the activities the local board will provide to prepare the youth for post-secondary educational and training opportunities.

The WDBSCW has dedicated resources and effort to the development of stackable/modular training formats built on a Career Pathway training platform. The WDBSCW and the technical college system have collaborated to develop short term Career Pathway trainings designed to target occupations in the priority sectors in our region. These Career Pathway options are have embedded credentials available to youth seeking to ladder to post-secondary education and training further leading to self-sustaining employment

As noted in question 5, the Middle College program career pathway model is designed to support a technical college educational engagement for high school students outside of, or beyond, the traditional secondary school setting. Youth receive dual credit recognized by both the high school and the technical college, thus placing youth in a path to complete their high school diploma requirements, earn up to 28 technical college credits. The Gateway to College program student's transition into college level courses. Students enroll in Madison College courses and continue to earn both high school and college credit as they work towards earning a high school diploma.

6. List the agencies and/or organizations the local board will partner with to provide services to youth that are:

a. Subject to the juvenile or adult justice system;

- Urban League of Greater Madison
- Department of Corrections
- Madison Urban Ministries

b. Homeless;

- United Way 2-1-1

c. Runaway;

- United Way

d. Pregnant or parenting;

e. Individuals with a disability;

- Division of Vocation Rehabilitation

- Technical College Disability Resources
 - Dane County Schools Consortium
 - Madison Metropolitan Schools
 - Jefferson Unified School District
- f. Foster children;
- Department of Children and Families
- g. Aging out of foster care;
- Department of Children and Families
- h. English language learners;
- Latino Academy
 - Centro Hispano
 - Literacy Network
- i. School dropouts; and
- Gateway to College
 - Operation Fresh Start
 - Madison Area Technical College Campus
 - Dane County School Consortium
 - Moraine Park Technical College
- j. Within the age of compulsory school attendance, but has not attended school for at least the most recent complete school year quarter.
- Gateway to College
 - Operation Fresh Start
 - Dane County School Consortium
- 7. List the resources or services the agencies and/or organizations could provide these youth.**

The WDBSCW considers all of the youth agencies listed above as necessary partners to successfully prepare our future workforce. All partners have a role from referrals into WIOA, support of wrap around services, to developing technical college curriculum with embedded basic skills. Our goal is to continue to develop as much opportunity as possible to create dual credit technical training opportunities for secondary level students. We will continue to leverage the experience and resources of DPI Career Cluster framework, the youth apprenticeship and Career and technical education programs through Madison Area and Moraine Park Technical Colleges. This structure provides programming allowing all WIOA youth regardless of the barrier to be successful in training leading to self-sustaining employment. However, our programs are closely aligned to the efforts of Madison Metropolitan School District's (MMSD) high school reform collaboration. The WDBSCW is an active partner in the MMSD high school reform collaboration which has engaged over 60 community partners including parents and students. In addition, Operation Fresh Start, who is an Out of School Youth Contractor, has also engaged a small team of youth in evaluating the effectiveness of the Job Center System to meet the needs of youth.

- 8. Describe how the local board will ensure that parents, participants and other members of the community with experience relating to the programs for youth are involved in the design and implementation of these programs.**

We don't currently directly involve those who are direct recipients of services to participate in the planning process however, meetings are open to the public and individuals are welcome to attend.

- 9. Describe how the local board will ensure that each participant be provided information on the full array of applicable or appropriate services that are available through the local board or other eligible providers or one-stop partners.**

WorkSmart staff maintains current website links to many of our partners who provide a spectrum of services from housing, rental assistance, human services programming and continuing education. A key partner in Dane County has been the United Way of Dane County. They have maintained the 2-1-1 service locally. This is a hotline that can be used by local community partners, service providers, and individuals when attempting to identify local resources to address needs. Through this relationship, we have been connected to a larger project that connects the 2-1-1 services for all regions of the State. We have identified and connected to local resources throughout our region using this resource. Key 2-1-1 contacts in our WDA include: 2-1-1 Dane County (www.unitedwaydanecounty.org/2-1-1.html), 2-1-1 First Call for Help – Waukesha County (www.mhawauk.org/211cfh.html), 2-1-1 United Way Fox Cities (www.unitedwayfoxcities.org/unitedway/2-1-1/default.asp).

At times these services are enough to assist youth, but often the needs are greater and we must rely on our community partners. When we encounter youth who are still high school aged the high school guidance counselors are a frequent referral source as well as the technical colleges' School to Career Coordinators or the advising/counseling staff. For those who are not high school aged the referrals may be to the local Literacy Networks/Councils to address basic skill or English as a Second Language needs. When academics are not the primary issue then we are frequently making referrals to community partners who operate programs with a targeted purpose. Examples of this would include; Community Action Programs who operate various housing assistance programs, local food pantries, DVR, W2/FSET, UW Extension Offices, Joining Forces for Families, other community based training programs like those offered at the Urban League of Greater Madison, Latino Academy for Workforce Development, Madison College, Moraine Park Technical College, Centro Hispano, Operation Fresh Start, Goodwill Industries, or St Vincent DePaul's.

- 10. Describe how the local board will partner with the following programs to serve youth and young adults through the Youth Program:**

a. YouthBuild;

Operation Fresh Start provides participants who left high school without a diploma, an opportunity to reclaim their educations, gain the skills they need for employment, and become leaders in their communities. Upon completion of the Pathways program, participants who have completed approximately two years of building experience, obtained their GED/HSED,, received their OSHA 10-Hour Safety Certification, and have completed or are in the processing of completing the PACT (Pre-Apprenticeship Certificate Training) Construction curriculum are competitively selected for advanced

placement on the Grad Crew. Once a member of the Graduate Crew, individuals receive their lead worker abatement training and certification which leads to apprenticeship opportunities in the trades.

b. AmeriCorps;

Operation Fresh Start provides Post-secondary educational enrollment assistance and an AmeriCorps Education Award upon program completion

c. Job Corps;

Program not currently offered in our WDA.

d. Youth Apprenticeship; and

The WDBSCW serves as the administrative agent and the fiscal agent for the South Central Wisconsin Youth Apprenticeship Consortium. In addition, WDBSCW serves as the coordinating agent with WIOA youth resources and the South Central Regional Business Service Team. This partnership represents a six county area and 24 school districts. Leadership is provided by the WDBSCW staff who is assisted by three Regional Coordinators. The consortium members include the Dane County Schools Consortium, the Madison Metropolitan School District; and the Jefferson County School Districts. Additionally, each school district designates a school-based coordinator who works with the high school youth apprenticeship program.

The WDBSCW Youth Committee (standing committee of the WDBSCW) serves as the Youth Apprenticeship Steering Committee. The WDBSCW Youth Committee is comprised of community leaders who are essential to the growth and success of the youth apprenticeship program and partnerships. One of the Youth Committee's charges is to assure that the Board has developed and is providing access to educational and workforce development programs that are maximizing access and participation of disadvantage and at risk young people so that they are prepared to be successful workers within the south central region. In addition to the Youth Committee, the WDBSCW Business Service staff works to involve the youth apprenticeship Regional Coordinators into the work of the South Central Regional Business Services Team. The Business Services Team is a cross agency team that is led by the WDBSCW's Director of Sector Development and Business Services. Youth Apprenticeship Regional Coordinators will access to Skills Wisconsin which is a statewide business services contact database to use as a resource for apprenticeship development.

e. Registered Apprenticeship.

The Foundations for the Trades Academy is an apprenticeship readiness program designed to help participants prepare for career pathways in the construction and utilities industry. During the Academy's six-week training program, participants focus on learning important industry skills and concepts and put their new skills into practice during a hands-on experience on a work site. Upon program completion, participants can pursue an apprenticeship program or employment in the field.

Participants engage in training in blueprint reading, using hand and power tools, construction math and measuring, trades safety, apprenticeship exam preparation and employability skill development. Instructors also provide coaching to help the participants

market their skills on a resume, perform job searches and communicate their new skills to employers during interviews.

WDBSCW and the One Stop System have coordinated activities with Construction Training Incorporated (CTI) who offers the START program designed to prepare workers to explore and complete the various apprenticeship tests. CTI hosts workshops at the local Job Center to increase awareness, interest and engagement in registered apprenticeships.

WDBSCW will expand career pathways to registered apprenticeship to include health care, IT, and advance manufacturing to align with the Bureau of Apprenticeship 5-year grant award.

11. Describe any regional efforts the local board is involved with or is planning with regarding youth initiatives.

Over the past months the WDBSCW staff has been analyzing the new WIOA regulations governing out of school youth programming. We have met with a series of youth-serving organizations including community based organizations, K-12 education and post-secondary education representatives. We have concluded that we need to create a structure to formally plan with partner agencies that are committed to and have experience working with this out of school population to launch the future program and training design before we begin to make significant investments. This initiative will require the needed partners to dedicate time to the design and prototyping efforts beyond just informal conversations.

WDBSCW will partner with OFS, DCSC, MATC, and MPTC to develop and implement responsive workforce development strategies that respond to the needs of WIOA-eligible out of school youth consisting of a two phase process:

- **Phase I:** Design process of out of school youth strategies to be prototyped over a five-month period with the expectation of full implementation on July 1, 2016 if there are indications via prototyping that the promising impacts will be achieved.
- **Phase II:** Full implementation of design and associated programming on July 1, 2016 through June 30, 2017.

In addition, the WDBSCW is working with national leaders in workforce and education including Jobs for the Future and the Harvard Graduate School of Education to build a system of career pathways that combine high school and postsecondary educational opportunities. The system is designed to help more youth in our WDA complete high school and attain postsecondary credential with skills transferable to the regional labor market.

12. Describe how the local board will provide the fourteen required program elements for the WIOA youth program design.

As part of the recently completed youth procurement, all approved contractors will be required to provide access/referrals to the fourteen requirement program elements.

If a youth contractor does not directly provide, they must maintain the ability to make these services available to all youth. These services must be reported in the State

sponsored data tracking tool once the tracking tool has been update to include all program elements required.

13. Describe the process for reviewing and updating the Individual Service Strategy (ISS), including frequency and documentation requirements.

The Employment specialist reviews and updates the ISS every 6 months to reflect the most current needs for the participant. After the goals and services are updated, the ISS is printed out, signed by the participant (and guardian if participant is under 18), and a copy is given to the participant and placed in the physical file. If the participant does not meet a 9th grade reading and/or math level, one of the goals assigned is to improve that score. Contacts are documented in ASSET in case notes and our local spreadsheets that have built in warnings if contact is not made. A successful contact is when a participant talks directly to an Employment Specialist.

14. Specify if the local area plans to offer incentives or stipends for youth. If yes, attach the local policy (refer to WIA Policy 13-02: Youth Incentive Awards and Stipend Payment Policy for additional information).

The WDBSCW does not plan to use incentives at this time. A WIOA plan modification will be filed if these strategies are necessary to support youth services.

15. Describe the WDB's approach to comply with the required minimum 20% expenditure for work experience. [§129(c)(4)]

The Workforce Development Board recently completed an Out of School Youth procurement process. The process resulted in engagement of Community Based Organizations and the Technical Colleges to develop an Out of School Youth structure. Work Experience is a significant program element in development in the planning process.

16. Provide the WDB's definition of the in-school youth eligibility criterion – "An individual who requires additional assistance to complete an educational program, or to secure or hold employment." The locally developed eligibility criterion must be specific, measurable, and different from the eligibility categories listed for the in-school youth.

Needs additional assistance is defined as: Requires additional assistance to complete and educational program or to secure and hold employment and faces serious barriers.

1. Not having had unsubsidized work history in the past two years
2. Not having had a job that was obtained without assistance
3. Not having a regular work history (unable to keep a job/sporadic work history)
4. Youth is 18 years of age or older and is unable to complete FAFSA paperwork due to being estranged from parent/guardian
5. Has unstable living conditions due to traumatic events like abuse or neglect
6. Lacks familial support to complete an educational program and is the first generation attending college

17. Provide the WDB's definition of the out-of-school youth eligibility criterion – "A low-income individual who requires additional assistance to enter or complete an

educational program or to secure or hold employment." The locally developed eligibility criterion must be specific, measurable, and different from the eligibility categories listed for the out-of-school youth.

Needs additional assistance is defined as: Requires additional assistance to complete and educational program or to secure and hold employment and faces serious barriers.

1. Not having had unsubsidized work history in the past two years
2. Not having had a job that was obtained without assistance
3. Not having a regular work history (unable to keep a job/sporadic work history)
4. Youth is 18 years of age or older and is unable to complete FAFSA paperwork due to being estranged from parent/guardian
5. Has unstable living conditions due to traumatic events like abuse or neglect
6. Lacks familial support to complete an educational program and is the first generation attending college

18. Attach a list of the current youth service providers.

The WDBSCW will be entering into a procurement process for Youth Service Providers which would result in contracts initiating for July 1, 2016. Contracts resulting from these procurements may affect the provided list.

- Dane County Schools Consortium
- Madison College
- Moraine Park Technical College
- Operation Fresh Start

I. New Service Strategies for WDAs Failing Performance Measures

As required by WIOA, in response to any WDA failing to meet local performance accountability measures for Adult, Dislocated Worker, or Youth programs in any program year, the Governor (state) will provide technical assistance. Technical assistance may include assistance in the development of a performance improvement plan or the development of a modified local plan. WDAs that fail to meet local performance accountability measures for any program year must describe all new or innovative service delivery strategies the WDA has employed or is planning to employ. The description must also describe how the initiative maximizes resources, improves service levels, improves service quality, achieves better integration or improves performance levels. In addition, the initiative's general design, anticipated outcomes, partners involved and funds leveraged must be described.

The WDBSCW has failed to meet the Literacy/Numeracy Attainment Rate. Accordingly the WDBSCW has sought technical assistance from the DWD in regards to data reporting, staff and contractor training and performance management techniques. Additionally, the WDBSCW as part of strategic planning has significantly modified the program design to specifically engage youth seeking to improve their educational status while enhancing employability and technical skills. The new designs and strategies also incorporate intention and frequent skills assessments as part of the program design to capture and document the skill attainments.

J. Strategies for Faith-based and Community Organizations

- 1. Describe current or planned activities to increase the opportunities for participation of faith-based and community organizations as committed and active partners in the One-Stop delivery system.**

The proposed design which will be procured, involves an outreach team designed to coordinate and facilitate opportunities under the guidance of the OSO to increase awareness and accessibility to One-Stop partner services including WIOA. The engagement of community based organization, including the faith based organizations, will be important role to distribute information and encourage community response and engagement.

- 2. Describe current or planned activities to expand the access of faith-based and community organizations' clients and customers to the services offered by the One-Stops in the WDA.**

The proposed design which will be procured, involves an outreach team designed to coordinate and facilitate opportunities under the guidance of the OSO to increase awareness and accessibility to One-Stop partner services including WIOA. The engagement of community based organization, including the faith based organizations, will be important role to distribute information and encourage community response and engagement.

VII. Service Providers and Oversight

A. Selection of Service Providers

- 1. Describe the competitive process used to award subgrants and contracts in the local area for activities carried out under WIOA Title 1 [§108(b)(16)].**

The WDBSCW maintains a competitive procurement process to select contractors to provide Adult, Dislocated Worker and Youth services, the process is outlined in the WDBSCW Fiscal & Accounting Policies and Procedures Manual.

The Board also maintains detailed evaluation data on all contractors which is used as background material to measure effectiveness of services. For any contractors that have not conducted business with the WDBSCW prior to procurement, they are required to provide references that can verify the quality of their past work. Procurements generally result in the issuance of a one year contract with a renewal/extension option.

- 2. Describe how and where the services will be provided and who will provide them for the following types of services:**
 - a. Career services**
 - b. Youth services**

The WDBSCW will be entering into a procurement process for Youth Service Providers which would result in contracts initiating for July 1, 2016. Contracts,

service providers and collaborations cannot be communicated at this time, but will be established prior to July 1, 2016 implementation. Minimally the current design maintains the WDBSCW commitment to services at the Dane County Job Center, Jefferson Workforce Development Center and Sauk County Job Center.

B. Oversight and Training of Service Providers

1. Describe the WDB's oversight and monitoring procedures including processes for programmatic, equal opportunity and fiscal monitoring, including frequency. Also include processes for ensuring quality customer service. [§107(d)(8)]

All programs funded through the WDBSCW undergo an evaluation and monitoring process and receive technical support to maintain quality programs. The monitoring and evaluation process provides objective information about what is occurring in the delivery system compared to the planned expectations. This function is intended to be a supportive process where program staff members are involved in identifying solutions to problems and recommending program improvements to ensure program integrity, quality, compliance, best practices and coordination.

The process includes the following reviews:

- **Performance Reviews** are conducted to analyze information and to track program performance on an aggregated level. These reviews ensure that performance problems are identified as they occur so that plans can be directed to make corrections. Data is compiled from a variety of sources, including financial, programmatic and participant data reports, and reviewed on a quarterly basis.
- **Participant File Reviews** are conducted by WDBSCW staff. Files are selected at random and reviewed to ensure that files are in compliance. Technical assistance and training are provided as necessary based upon information gathered from the file reviews. Participant file reviews are conducted annually per program year.
- **Fiscal Reviews** are conducted to ensure appropriate programmatic use of resources and budget management, current expenditures, and specific projected costs. At a minimum, fiscal monitoring will be reviewed monthly.
- **Subcontract Reviews** are conducted to ensure that systems are in place to ensure appropriate execution of program services, evaluation of programmatic and contractual outcomes, and equal opportunity. At a minimum, subcontractor reviews occur annually.
- **External Program/Fiscal Reviews** may be conducted by our funding sources to monitor program compliance to ensure planned to actual activity is occurring. These reviews are done as scheduled by the funding source. The results from external review processes are utilized in the monitoring process and are incorporated in subsequent internal reviews to avoid duplication of monitoring and quality assurance efforts.

2. Provide a brief description of how the WDB will ensure the continuous improvement of eligible providers of services and ensure that such providers meet the employment needs of local employers, workers and jobseekers. [§108(b)(6)(A)]

The WDBSCW contracts establish an expectation that contracted staff and managers participate in various training engagement when provided by WDBSCW or DWD. The WDBSCW staff also facilitate monthly meeting of WIOA contract managers to discuss upcoming events, program updates, various program performance related topics, communicate programmatic related updates and discuss system and contractual related performance. Manager then hold the responsibility to distribute and manage their staff.

The WDBSCW staff also facilitates a monthly All Staff meeting which convenes the majority of the direct service delivery staff to present similar information. These meetings often include guest speakers from partner agencies or experts on suggested/recommended topics to support staff development and services provision. This is an opportunity for the teams to share successes concerns, challenges and provides a peer learning community.

3. Describe how WDB and service provider staff is trained in use of the ASSET system and the WIOA program. Also describe how WDB and service provider staff is informed of new policies (both local policies, DET issuances and DOL guidance) and training opportunities.

The WDBSCW establishes the expectation that all contracts hold the responsibility to maintain awareness of policy updates and encourages the inclusion on distribution list and is also provided links to electronic repositories. Contractors are responsible for the coordination of training for new staff. Contractors provide significant training, support and mentorship for new employees. They also work with the WDBSCW staff to schedule a series of training engagements for staff to establish systems access and review forms, procedure and informational sources. Additionally, any announcement for training opportunities provided by the DWD is always forwarded to contracted managers and staff.

4. Describe local processes for monitoring and ensuring timely and comprehensive entry of participant information into the ASSET system.

The WDBSCW staff is interfacing with the reporting system and documentation daily. This provides significant opportunities to monitor staff performance. Often opportunities for improvement are identified and addressed immediately. When trends of significant concerns are identified they are referred to the appropriate contract manager to be addressed. This is done in addition to and supports the annual monitoring.

5. Describe any local data systems in use to record and track participant services.

The WDBSCW had developed a local participant tracking and contract performance management tool. This tool utilizes a series of excel tables to provide data insights at multiple levels (staff, contractor and regional). While these insights are based on contracted staff reported information it provides a valuable predictor of programmatic performance as well as a valuable contract and staff performance management tool.

VIII. Performance and Accountability

- A. If the WDB has developed performance standards, in addition to those required by WIOA, describe the criteria used to develop these local area performance standards. Describe how these standards will be evaluated and corrective actions that will be taken if the performance falls short of expectations.**

No additional performance standards have been set at this time.

- B. Describe how performance data will be used for local monitoring, evaluation, continuous improvement and oversight processes; and, describe the type of training for staff (and providers where appropriate), and the frequency, on ASSET and performance measures.**

The WDBSCW uses local monitoring practices to review the success of its contracted service providers. Service providers are measured based on negotiated performance standards and goals outlined in contracts and engagement in successful implementation of WDBSCW strategies. Contractors participate in annual WIOA program and fiscal monitoring. The WDB also tracks just in time data to gain insight into trends, evaluate strategies, and identify successful developments and opportunities for improvement or training. The WDB will adjust program practices as needed to maintain compliance with WIOA program standards.

The WDBSCW staff convenes monthly meetings with the WIOA Contract Managers to discuss performance and issues that may need to be addressed to ensure system alignment and performance. The WDBSCW staff then convenes a monthly meeting of all One Stop System WIOA funded staff. The purpose of these meetings is to present and discuss programmatic performance and trends as well as discuss and troubleshoot system issues. This is an opportunity for the teams to share issues from their perspective that may relate to others as well as providing a forum for training. Training may come from WIOA system staff on new resources identified, new partnerships established, new tools developed, project updates or system successes. Training may also come from the WDBSCW staff to address areas of concern, new developments and progress updates. The WDBSCW cover the local performance data with Contract managers quarterly, at a minimum. The WDBSCW staff also present performance data (locally developed or DWD developed) quite regularly.

In addition to the All Staff meeting, the WDBSCW staff coordinates additional trainings near the launch of the new program year to review and design changes, performance changes, ASSET or reporting changes and provide training on essential items such as data security and Equal Opportunity.

- C. Describe how your local area's program design will maximize performance on the WIOA primary indicators of performance outlined in Section 116(b). After setting adjusted levels of performance with the State, update the Local Plan to provide the adjusted targets.**

The WDBSCW will be issuing a procurement for the WorkSmart (local program) Model, thus some details are yet to be determined until the procurement and contracting has concluded. The WorkSmart (local program) Model is going to establish more deliberate

design elements to coordinate One-Stop outreach, recruitment, triage and referral efforts but implementing a Recruitment and Triage (Referral) Team. The model will also organize Career Services so that the services are responsive to individuals with different skill levels and employment and training needs. The model will also incorporate a new role of Academy Training Navigator to support our short-term, credentialed training opportunities targeted to respond to needs identified through our Sector Partnerships. The model also continues to support Training Navigator roles to support those engaging in the more traditional ITA training pathway. The model also integrated the role of the Apprenticeship Navigator when funds are available from the State Department of Workforce Development and aligns and coordinates with our Re-entry, In-School (Middle College) and developing out of school youth strategies.

The proposed design improves on challenges we have experienced, enhances areas where we have experienced success, increases our collaboration with partner programs and aligns with other fund sources, all while continuing to strive toward the common goals of increasing worker preparedness (employability skills, experience and credentialed training), responding to industry needs, facilitating employment connections, retaining employment and advancing careers.

IX. REQUIRED ATTACHMENTS

Form A: Assurances and Signatures

WIOA Local Plan Assurances and Signatures

1. The WDB, including the chief elected official of the area and providers receiving funds under Title I of the Workforce Innovation and Opportunity Act, will comply with the Fiscal Controls established in Section 184 of WIOA.
2. The WDB and chief elected official assure that they will comply with the nondiscrimination and equal opportunity provisions of WIOA section 188 and implementing regulations at 29 CFR Part §38, adhere to the DET Methods of Administration for ensuring compliance, including an assurance that a Methods of Administration has been developed and implemented by the WDB and its funded sub- recipients.
3. The WDB assures that it will collect and maintain data necessary to show compliance with the nondiscrimination provisions of WIOA section 188.
4. The WDB assures that veterans will be provided priority access to employment and training activities authorized in section 134 of WIOA.
5. The WDB assures that all WIOA participants will be exposed to a full range of career choices including orienting and exposing them to training and jobs with family- supporting wages.
6. The WDB assures that financial literacy training/information is made available for all participants.
7. The WDB assures that no funds received under WIOA will be used to assist, promote, or deter union organizing.
8. The WDB assures that it will comply with sections 504 and 508 of the Rehabilitation Act of 1973, including the American's with Disabilities Act of 1990.
9. The WDB assures that it developed this plan in consultation with the business community, labor organizations, and required partners.
10. The WDB assures that funds will be spent in accordance with WIOA legislation, regulations, written DOL Guidance, Division of Employment and Training (DET) guidance and all other applicable federal and state laws.
11. The WDB assures that all WDB meeting agendas and minutes will be shared with DET staff (Local Program Liaison).
12. The WDB assures that no WIOA funds will be spent on the development or operation of any data management systems that duplicate systems provided by the State of Wisconsin, especially ASSET, WorkNet, or Job Center of Wisconsin.
13. The WDB Administrative Entity assures the development of a Continuity of Operations Plan (COOP) which outlines the methods by which the Board will function and services will be provided during a critical incident or pandemic, including:
 - Provisions for continuation of employment and training services under the WIOA and other programs or services funded by the DWD as possible during a critical incident or pandemic as well as the restoration of full services when services have had to be limited or interrupted for a period of time.
 - Oversight of the status and activity of the WDA's Job Center sites during a critical incident or pandemic, including regular status reports to DET Services COOP Branch Director or designee as required.
 - Full cooperation with the DWD, DET in the preparation or implementation of a COOP as specified, including submittal of the Board's updated COOP Plan in

April of each year upon request, and participation in COOP drills such as call trees, tabletop exercises and other plan reviews as scheduled.

14. The WDB assures that it will comply with state program priorities and directives set out in the state plan and any subsequent modifications.

NOTE: Signatures are also required on the Certifications in the **Forms B and C**.

This plan has been developed for the Workforce Development Board of South Central Wisconsin / WDA 10 in accordance with the terms of the WIOA.

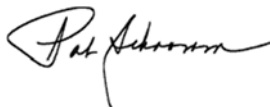
Approved for the Workforce Development Board

Workforce Development Board Chair

Name (type or print): Patricia Schramm

Signature:

Date: 03/01/16

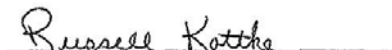


Approved for the Counties of the Workforce Development Area

Chief Local Elected Official

Name (type or print): Russell Kottke
Title: Dodge County Board Chair / CLEO

Signature:



Local Elected Officials (Optional):

Name (type or print):

Title:

Signature:

Date:

etc., for the number of counties in the area.

FORM B: Debarment & Suspension Certification

Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion Lower Tier Covered Transactions

This certification is required by the regulations implementing Executive Orders 12549 and 12689, 2 CFR 180. These regulations restrict awards, subawards, and contracts with certain parties that are debarred, suspended, or otherwise excluded from or ineligible for participation in Federal assistance programs or activities. The regulations were published at §200.212 of Part 200 – Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards.


BEFORE COMPLETING CERTIFICATION, READ ATTACHED INSTRUCTIONS WHICH ARE AN INTEGRAL PART OF THE CERTIFICATION

1. The prospective recipient of Federal assistance funds certifies, by submission of this proposal, that neither it nor its principals are presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any Federal department or agency.
2. Where the prospective recipient of Federal assistance funds is unable to certify to any of the statements in this certification, such prospective participant shall attach an explanation to this proposal.

Name and Title of Authorized Representative: Patricia Schramm, Executive Director

Signature:

Date



03/01/16

FORM C: Lobbying Certification

CERTIFICATION REGARDING LOBBYING CERTIFICATION FOR CONTRACTS, GRANTS, LOANS AND COOPERATIVE AGREEMENTS

The undersigned certifies, to the best of his or her knowledge and belief, that:

1. No Federal appropriated funds have been paid or will be paid by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.
2. If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.
3. The undersigned shall require that the language of this certification be included in the award documents for all* subawards at all tiers (including subcontracts, subgrants and contracts under grants, loans, and cooperative agreements) and that all* subrecipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by Section 200.450 of Part 200-Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

Workforce Development Board of South Central Wisconsin

Grantee/Contractor Organization	WIOA Title I-B Program/Title
---------------------------------	---------------------------------

Patricia Schramm



03/01/16

Name of Certifying Official

Signature

Date

FORM D: One Stop Service Delivery System: Locations**One Stop Service Delivery System: Locations**

Name and Address of Comprehensive Center	Name of Center Manager/Contact	Manager/Contact Telephone	Central Phone No.	Center's Web Address
Dane County Job Center 1819 Aberg Avenue Madison, WI 53704	Jon Danforth	608.242.7527	No	www.danejobs.com

Name and Address of Other Service Locations	Name of Site Manager/Contact	Manager/Contact Telephone and Email
Sauk County Job Center 505 Broadway Street Baraboo, WI 53913	Jon Danforth	608.242.7527 Jdanforth@eata.org
Workforce Development Center of Jefferson County 874 Collins Road Jefferson, WI 53549	Jason Frey	920.563.2437 jfrey@oppinc.com

Attachment A: Publication Notice

The Workforce Development Board has engaged in a rigorous planning process to construct the Local WIA Plan. As stated, the majority of the drafting of the plan has been led by the Board's two standing Committees: Planning and Development and the Youth Committee. The Committees have presented all recommendations to the Full Board which has within its membership representative of all of the Core WIOA Partners. All meetings agendas have been publicly posted and held as open meetings. In addition, the Board Executive Director/CEO presented to the Inter County Coordinating Council (which is led by the region's Chief Elected Officials) on the requirements of WIOA, the Board strategic direction and solicited input.

The Board will publicly post the draft WIOA Local Plan on March 2, 2016 to its website and inform all public notices partners of the posting and method to submit comments. Availability of the Draft Plan was also noticed in the Wisconsin State Journal. The Workforce Development Board will review the comments and recommend any adjustment to the plan based on comments at its March 28, 2016 Full Board meeting prior to submission to the Department of Workforce Development/Governor on March 31, 2016.

Capital Newspapers Legal Notice Proof

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Account Number: 2519752 | Order Number: 2408390

Legal Notice
Workforce Development Board of
South Central Wisconsin, Inc.
Workforce Innovation and
Opportunity Act (WIOA)
Workforce Innovation and Opportunity
Act Local Plan for Program Year 2016
30-Day Public Review Notification
The Workforce Development Board of
South Central Wisconsin, Inc. (WDB-
SCW), grant recipient and administrative
entity for Workforce Innovation and Oppor-
tunity Act (WIOA) funds allocated to Co-
lumbia, Dane, Dodge, Jefferson, Marquette
and Sauk counties, will be submitting a
Workforce Innovation and Opportunity Act
Local Plan for Program Year 2016 to the
State of Wisconsin Department of Work-
force Development, Division of Workforce
Solutions on March 31, 2016 as required
under the Workforce Innovation and Op-
portunity Act.
A 30 day period of public comment is re-
quired. The draft plan can be found at the
Workforce Development Board website
www.wdbscw.org. The Workforce De-
velopment Board welcomes comments.
Please direct any comments to Erin Bechen
at ebechen@wdbscw.org or mail com-
ments to 3513 Anderson Street, Suite 104,
Madison, WI. The final Plan will be submit-
ted to the State of Wisconsin Department
of Workforce Development on March 31,
2016.

PUB. WSJ: March 5, 2016
#2408390 WNAXLP

Title: Wisconsin State Journal | **Class:** 10 WSJ Legal Notices

Start Date: 3/5/2016 | **Stop Date:** 3/5/2016 | **Insertions:** 1

Legals Specialist: Arlene Staff | **Email:** Astaff@capitalnewspapers.com

Attachment B: Comments Expressing Disagreement with Plan & WDB's Response

Not applicable in draft form.

Attachment C: WDB/CEO Agreement

Chief Elected Officials Agreement

With

Workforce Development Board of South Central WI

THIS AGREEMENT, is made and entered into by and between the Chief Elected Officials (CEOs) of Columbia, Dane, Dodge, Jefferson, Marquette, and Sauk Counties as represented by the Dane County Executive and the Columbia, Dodge, Jefferson, Marquette, and Sauk County Board Chairs and the Workforce Development Board of South Central Wisconsin, Inc. (WDBSCW).

WHEREAS the Chief Elected Officials are the appointing authorities for members of the WDBSCW under Public Law 113-128, and

WHEREAS, the Chief Elected Officials representing the 6 south central Wisconsin Counties and the WDBSCW, are required to enter into operational agreements under Public Law 113-128

THEREFORE, the Chief Elected Officials and the WDBSCW agree to the following:

I. Purpose:

The purpose of the WDBSCW shall be to contribute to the development of an integrated, customer focused, workforce development system through planning services, administering programs, and working in close partnership with employers, agencies, units of government, and other workforce development partners. The Chief Elected Officials of the South Central Wisconsin Workforce Development Area in accordance with the Chief Elected Official's Consortium Agreement shall appoint the WDBSCW membership. The WDBSCW shall be responsible for executing duties and responsibilities designated through the Workforce Innovation and Opportunity Act of 2014 and as assigned in a manner in-keeping with the trust of the appointment and the best interests of the citizens of the South Central Wisconsin-Workforce Development Area, the appointing authorities, and the State of Wisconsin.

II. Duties and Responsibilities of WDBSCW:

- A. Summary: The WDBSCW shall perform duties required under the Workforce Innovation and Opportunity Act of 2014 to include: establish and maintain a private not-for profit, 501(c) 3 corporation to serve as the grant recipient on behalf of the Chief Elected Officials Consortium and administrative entity for the Workforce Innovation and Opportunity Act funds; hire the chief executive officer of the corporation; develop, implement, and monitor the local WIOA Plan; and adopt fiscal and personnel procedures that meet the requirements of all applicable laws.
- B. Organizational Bylaws: The Workforce Development Board of South Central WI will maintain bylaws for the corporation that include the following:
 - 1. How the Officers of the corporation are elected among the representatives.
 - 2. All members shall be appointed for a term of three (3) years. Initial members shall be appointed for one (1), two (2), or three (3) years to establish staggered terms.

3. Description of the standing committees of the Board to assure that the capacity has been established to develop and execute the local plan to include: research and analysis of regional labor market information, information and assistance with issues related to one stop partners, services to youth and access and issues for persons with disabilities are strategically addressed.
- C. Records: The WDBSCW shall maintain concise records of its activities in all major areas, including minutes of formal WDBSCW meetings and meetings of subcommittees. Record retention shall be the responsibility of the WDBSCW. The WDBSCW shall comply with applicable open record laws.
- D. Budget: The WDBSCW shall present an annual budget to the Chief Elected Officials, which shall not exceed available funds, including the WIOA allocation and any other committed federal, state and private funds and grants. No county funding, except by separate contract(s), shall be part of the budget. The annual budget shall include the administrative budget for the Corporation.
- E. Insurance: The WDBSCW shall obtain and keep in-force all required insurance(s). Insurance policies shall include: comprehensive general liability, including personal injury and civil rights coverage; audit exception insurance; automobile; worker's compensation; and errors and omissions coverage, for past and future liabilities, in such amounts as may be necessary to protect the members of the WDBSCW, the Chief Elected Officials and their respective counties which shall be named as insured under these policies. It shall also be the obligation of the WDBSCW to obtain fidelity bond protection for the WDBSCW as an entity against the loss of money or property caused by dishonesty on the part of WDBSCW member(s), staff, sub-contractors or program participants.
- F. Liability: As state above the Workforce Development Board will maintain both general liability and errors and omissions coverage for past and future liabilities to protect the Chief Elected Officials and their respective counties. Additionally the Workforce Development Board will maintain a \$20,000 undesignated fund to cover disallowed costs. In the case of any misuse of grant funds allocated to the local area beyond the parameters state above, the Consortium agrees to assume liability as follows (29 USC 3122(d) (12) (B) (i) (I) and (II): Liability will be determined based upon the particular facts of the situation as to the responsibility of individual Consortium members for the particular funds. For example, if WIOA funds are misused only by the employee(s) or subcontractor(s) of one member of the Consortium, then only that county shall be held liable for the repayment of the misused funds. If more than one Consortium member is involved, then the respective counties will attempt to reach an agreement as to relative liabilities based upon the facts of the situation. If the counties are unable to reach agreement, then DWD shall make the determination as to respective liabilities.
- G. Taxes: The WDBSCW shall keep current with the payment of all employer taxes, provide workers compensation for all employees, and file timely the required reports with the IRS and Wisconsin Department of Revenue.
- H. Additional Responsibilities: The WDBSCW shall receive and administer WIOA grants and other federal, state and private funds as deemed appropriate by the WDBSCW in its charge to accomplish its purpose. Additionally, the Chief Elected Officials may petition the

WDBSCW to serve as the grant recipient and administrative entity for efforts deemed appropriate and consistent with the purpose of the WDBSCW. The WDBSCW shall have final authority for accepting or rejecting such petitions of the Chief Elected Officials.

III. Membership of the WDBSCW:

- A. Appointment: The Chief Elected Officials shall be responsible for appointing WDBSCW members and filling WDBSCW vacancies as required by the Workforce Innovation and Opportunities Act. Appointments shall be made by the process described in the Chief Elected Official's Charter Agreement.
- B. Size: The number of members of the WDBSCW shall be determined by the CEOs appointments requirements as established under 29 USC 3122(b). and in accordance with Chief Elected Official's Consortium Agreement and the requirements of the WIOA.
- C. Eligibility: The Chief Elected Officials shall appoint members of the WDBSCW who either reside or perform a majority of their business within the South Central Wisconsin-Workforce Development Area. Alternate members shall not be permitted. Only official members of the WDBSCW shall be allowed to vote on any matter. The WDBSCW shall inform the Chief Elected Officials of any change of address, employment or place of business of any WDBSCW member.
- D. Quorums: A quorum for WDBSCW meetings shall consist of at least a majority of its members.
- E. Conflict of Interest: No member of the WDBSCW shall cast a vote on the provision of services by that member or organization which that member directly represents nor shall any member vote on any matter, which would provide direct financial benefit to that member. In this context, "vote" includes speaking in support of or informally soliciting support from other members for any motion or resolution for which a member may not directly vote.
- F. Removal: The Chief Elected Officials may, by a majority vote as described in the Chief Elected Official's Charter Agreement, remove any WDBSCW member, without having to show cause for removal, unless and to the extent that, such cause is required by applicable law. The WDBSCW may recommend to the Chief Elected Officials the removal of a member.

IV. Local Workforce Development Plan:

- A. Approval: The WDBSCW shall develop the local Workforce Development Plan in accordance with Public Law 113-128. The Chief Elected Officials will review and approve proposed plans. The local WDB Plans shall not be adopted, amended, or repealed unless there is approval of the Chief Elected Officials. Upon approval of a local WDB Plan, the WDBSCW shall be responsible for implementation of the WDB Plan subject to the provisions of this agreement.

- B. Equitable Use of Funds: The WDBSCW shall comply with the Chief Elected Official's Charter Agreement and assure that equitable services are provided to all geographic areas and substantial eligible segments of the population within the South Central Wisconsin-Workforce Development Area.
- C. Program Management: The WDBSCW shall provide ongoing oversight, including review, monitoring, evaluation, and contract management of the programs conducted under the local WDB Plan by subgrantees, as well as by WDBSCW staff.
- D. Sub-contracts: The Chief Elected Officials reserve the right to oversee the general progress and conduct of the local WDB Plan. The WDBSCW shall have full and final authority with respect to actions regarding WDBSCW staff and the entering into, termination or modification of individual subcontracts or subgrants consistent with the local WDB Plans previously approved by the Chief Elected Officials.
- E. Non Displacement: Consistent with federal and state laws, use of funds under the Workforce Investment Act, or any other funds received or administered by the WDBSCW, shall not result in the displacement of currently employed workers or impair existing contracts for services. Funds shall not be used to support or not support collective bargaining.

V. General Provisions:

- A. Authority to Do Business, Incorporation: WDBSCW warrants that it has complied with all necessary requirements to do business in the State of Wisconsin and that the persons executing this agreement on its behalf are authorized to do so. The WDBSCW agrees to maintain incorporation. The WDBSCW shall furnish the Chief Elected Officials with WDBSCW's corporate name and address as well as the name and address of the WDBSCW's registered agent. The WDBSCW shall notify the Chief Elected Officials immediately, in writing, of any change in its registered agent, his or her address, and WDBSCW's legal status.
- B. Chief Elected Officials Oversight: Audits and Reports: The Chief Elected Officials reserve the right to oversee the general progress and conduct of the WDBSCW. To that end, the WDBSCW agrees to submit to such audits as the Chief Elected Officials, at their expense, may from time to time, with or without notice, require, provided that such audits shall be reasonable in number and depth. The WDBSCW further agrees to make annual reports to the Chief Elected Officials indicating progress on its activities. Reports shall be submitted following the end of the Program Year. The WDBSCW shall conduct an annual agency-wide unqualified audit, per the requirements of the State of Wisconsin Department of Workforce Development and shall provide each Local Elected Official with a complete copy of the audit, including any management letter. A copy of any audit response by the WDBSCW shall also be provided to the Chief Elected Officials.
- C. Assignment or Transfer: The WDBSCW shall not assign or transfer any interest or obligation in this agreement, whether by assignment or novation, without the prior written consent of the Chief Elected Officials.

- D. Grievance Procedures: The WDBSCW shall comply with all Federal, State and Local laws, ordinances and regulations regarding the hearing and resolution of grievances of any person or entity related to activities of the Corporation or its agents.
- E. Open Meetings Required: Federal, State and local laws, ordinances and regulations regarding open meetings of governmental bodies shall apply to all meetings and proceedings of the WDBSCW, including those of its formally constituted subunits.
- F. Staff of the WDBSCW: WDBSCW agrees to secure at WDBSCW's own expense all personnel necessary to carry out WDBSCW's obligations under this agreement. Such personnel shall not be deemed to be employees of the Chief Elected Officials or the Counties thereof, nor shall they or any of them have or be deemed to have any direct contractual relationship with the Chief Elected Officials or the WDBSCW Counties. It shall be the responsibility of the WDBSCW to employ a chief executive officer for the Corporation. The WDBSCW shall be responsible for employing, evaluating and removing the chief executive officer. The chief executive officer shall be responsible for employing, evaluating, assigning/re-assigning, suspending and terminating all other staff of the Corporation.
- G. Nondiscrimination: The WDBSCW shall comply and ensure compliance with all laws related to equal employment, discrimination, and the American with Disabilities Act. This shall apply to all activities of the WDBSCW including those of the appointed Board, corporation, and sub-contractors.

VI. Terms of Agreement

- A. Scope: The entire agreement of the parties is contained herein and this agreement supersedes any and all oral agreements and negotiations between the parties relating to the subject matter hereof.
- B. Duration: The term of this agreement shall commence as of the date set forth and shall continue in full force and effect so long as the WDBSCW exists, except that this agreement shall terminate as of the earlier of (1) changes in the federal law prohibiting such agreements, (2) repeal of Workforce Innovation Opportunity Act of 2014 and loss of substantial or all federal funding, (3) through a majority decision of the Chief Elected Officials as defined in the Chief Elected Official's Charter Agreement within a timeframe specified by the Chief Elected Officials. This agreement shall also terminate, (4) if the Board of Directors of the WDBSCW petitions the Chief Elected Officials asking for termination of this agreement, in which case the Chief Elected Officials shall give the WDBSCW a date which permits sufficient time for alternative planning and the winding down of affairs, on which date this agreement will terminate.
- C. Amendments to Agreement: Either entity may at any time propose in writing, amendments to this agreement. A meeting of both entities shall occur within the 30 days of the notification to both entities to act upon proposed amendments.

- D. Disagreements: It is expressly understood and agreed that in the event of any disagreement or controversy between the parties, Wisconsin law shall be controlling, unless superseded by federal law.

VII. Closeout of Workforce Investment Act

It is understood by all parties to this Agreement that the WDBSCW shall be responsible for the timely phase-down and closeout of all the Workforce Investment Act responsibilities.

- (1) Attachment: Chief Elected Official's (LEO's) Consortium Agreement

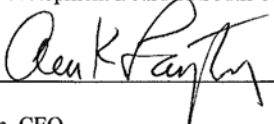
IN WITNESS WHEREOF, the Chief Elected Officials and the Workforce Development Board of South Central Wisconsin, Inc. executes this agreement

and its schedules as of this 4th day of December, 2015.

For the WDBSCW

Alan Langeteig, Chair

Workforce Development Board of South Central Wisconsin, Inc.

Signature:  Date: 12-11-15

Pat Schramm, CEO

Workforce Development Board of South Central WI

Signature:  Date: 12/11/2015

For the Chief Elected Officials

For Columbia County:

By: Vern E. Gove

Columbia County Board Chair

 Date: 1-5-16

For Dane County:

By: Joseph P Parisi

Dane County Executive

Signature:  Date: 12-9-15

For Dodge County:

By: Russell Kottke

Dodge County Board Chair

Signature: Russell Kottke

Date: 12/9/15

For Jefferson

By: James Schroeder

Jefferson County Board Chair

Signature: Jim Schroeder Date: 12/7/2015

For Marquette County

By: Robert Miller

Marquette County Board Chair

Signature: Robert C Miller Date: 12/14/15

For Sauk County

By: Marty Krueger

Sauk County Board Chair

Signature: Martin F. Krueger, CHAIR Date: 12/07/2015

Attachment D: CEO Consortium Agreement

**Chief Elected Officials
Consortium Agreement**

Of the

South Central Wisconsin Workforce Development Area

**For the Wisconsin Counties of
Columbia, Dane, Dodge, Jefferson, Marquette and Sauk**

**Under the Workforce Innovation and Opportunity Act
Of 2014**

Public Law – 113-128

This Agreement, made and entered into this 15th day of December 2015, by and between the COUNTIES OF **Columbia, Dane, Dodge, Jefferson, Marquette and Sauk** in the State of Wisconsin (hereinafter, the Counties):

WITNESSETH:

WHEREAS, the County Board of Supervisors of the aforementioned counties did Previously adopt resolutions authorizing the County Board Chairperson or the County Executive to sign a Consortium Agreement creating the South Central Wisconsin Workforce Development Area Consortium under section 66.0301(2), Wisconsin Statutes, in order to administer the Provisions of Public Law 113-128, the federal Workforce Innovation and Opportunity Act and

WHEREAS, the County Board of Supervisors of each of the aforementioned counties has adopted a resolution authorizing the County Board Chairperson or County Executive to sign this "Consortium Agreement of the South Central Wisconsin Workforce Development Area Counties under the Workforce Innovation and Opportunity Act (P.L. 113-128)" (hereinafter, the "CEO Consortium Agreement "):

NOW, THEREFORE, in consideration of the above premises and the mutual covenants of the parties hereinafter set forth, the receipt and each party acknowledges sufficiency of which for itself, the Counties do hereby agree to the following CEO Consortium Agreement.

Agreement

SECTION 1: That the Wisconsin Counties of Columbia, Dane, Dodge, Jefferson, Marquette, and Sauk, under Section 66.0301(2), Wisconsin Statutes, do hereby constitute themselves to be a consortium for the purposes of Section P.L. 113-128 (Workforce Innovation and Opportunity Act) as described in 29 USC chapter 32.

SECTION 2: The chief local elected officials (the chairpersons of the County Board of Supervisors or County Executives) or the designees of said officials of the

Counties in paragraph 1 shall constitute the Workforce Development Area Consortium of Supervisors (hereinafter, the "Consortium") which shall appoint the Workforce Development Board under the Workforce Innovation and Opportunities Act, Section 29 USC Chapter 32.

SECTION 3: The Consortium shall elect from its membership a Chairperson, a Vice-Chairperson and such other officers as may be provided in the by-laws to serve for a term of **one year** or until a successor is elected and qualified. Vacancies shall be filled by election for the remainder of the unexpired term. The Chairperson may appoint the Executive Director of the administrative entity or a staff person of one of the consortium member counties to serve as Consortium clerk.

SECTION 4: Roberts Rules of Order, shall govern the procedures of the Consortium insofar as they do not conflict with applicable law or administrative rules or by-laws duly adopted by the Consortium.

SECTION 5: The Consortium may adopt operational and procedural bylaws consistent with this Charter, applicable federal and state laws, and rules or regulations pursuant thereto. By-laws or amendments thereto may be adopted by the affirmative vote of 2/3 of the entire membership of the Consortium at any regular meeting called for that purpose, provided that written copies thereof are delivered to each member 15 days prior to consideration.

SECTION 6: The Consortium shall appoint the Workforce Development Board of the area, In accordance with the requirements established by the Governor and the criteria established under 29 USC 3122(b), the CEO appoints the members of the local board from the individuals nominated or recommended to be such members according to 29 USC 3122(c)(1)(B). The Local Elected Officials may, by a majority vote as described in the Local Elected Official's Charter Agreement, remove any WDBSCW member, without having to show cause for removal, unless and to the extent that, such cause is required by applicable law. The WDBSCW may recommend to the local Elected Officials the removal of a member.

SECTION 7: The Consortium shall execute an agreement with the Workforce Development Board for the operation and functions of the Board under WIOA (29) USC Chapter 32). The Consortium **is the grant recipient of the Workforce Innovation grant funds and shall be liable for any miss use of the grant funds allocated to the local area, unless the chief elected official reaches an agreement with the** reaches an agreement with the Governor to bear such liability. 29 USC 3122(d)(12)(B)(i)(I) and (II). The Consortium will directs the Board to receive the Workforce Innovation and Opportunity Act funds on behalf of the Consortium and serve as administrative entity and fiscal agent and disburse funds at the direction of the local board pursuant to the requirements of 29 USC Chapter 32, subchapter II. 29 USC 3122(d)(12)(B)(i)(III). In the role as grant administrator and fiscal agent the WDBSCW shall:

1. Conduct an annual agency-wide unqualified audit, per the requirements of the State of Wisconsin Department of Workforce Development and shall provide each Local Elected Official with a complete copy of the audit, including any management letter. A copy of any audit response by the WDBSCW shall also be provided to the Local Elected Officials.
2. Maintain both general liability and errors and omissions coverage for past and future liabilities to protect the local Elected Officials and their respective counties.

3. Maintain a \$20,000 undesignated fund to cover disallowed costs. In the case of any misuse of grant funds allocated to the local area beyond the parameters state above, the Consortium agrees to assume liability as follows (29 USC 3122(d)(12)(B)(i)(I) and (II): Liability will be determined based upon the particular facts of the situation as to the responsibility of individual Consortium members for the particular funds. For example, if WIOA funds are misused only by the employee(s) or subcontractor(s) of one member of the Consortium, then only that county shall be held liable for the repayment of the misused funds. If more than one Consortium member is involved, then the respective counties will attempt to reach an agreement as to relative liabilities based upon the facts of the situation. If the counties are unable to reach agreement, then DWD shall make the determination as to respective liabilities.

SECTION 8: The Consortium shall perform all functions for local elected officials as contained in P.L.113.128, the Workforce Innovation and Opportunities Act including:

1. Submit a request for initial designation of a workforce development area and consult with the Governor on the initial designation and future redesignation of a Workforce Development Area. 29 USC 3121(b)(2). 29 USC 3121(b)(1)(A)(ii).
2. Work with the local board to:
 - a) Develop and submit to the Governor a comprehensive 4-year local plan for the region that is consistent with the State plan. 29 USC 3122 (d)(1) and 3123(a).
 - i. Consult with the State to identify regions, consistent with the considerations described in 29 USC 3121(b)(1)(B). 29 USC 3121 (a)(1).
 - ii. Engage in a regional planning process and prepare, submit, and obtain approval of a single regional plan consistent with the requirements in 29 USC 3121 (c).
 - b) Use funds available as described in section 29 USC 3163(b)(4) and use nonfederal funds available to the local area that the CEO and local board determine are appropriate and available for that use. 29 USC 3131.
 - c) Annually, review and approval of the local board's budget for the activities of the local board. 29 USC 3122(d)(12)(A).
 - d) Work with the local board to conduct oversight with respect to local programs of youth activities authorized under 29 USC 3164(c), local employment and training activities authorized under 29 USC 3174(c) and(d), and the one-stop delivery system in the local area.; and ensure the appropriate use and management of the WIOA funds provided for these activities and one-stop delivery system; and for workforce development activities, ensure the appropriate use, management and investment of funds to maximize performance outcomes under section 29 USC 3141. 29 USC 3122(d)(8).
 - e) In cooperation with the local board, competitively designate or certify One Stop Operators, as described in 29 USC 3151(d)(2)(A) or terminate for cause the eligibility of such operators. 29 USC 3122(d)(10)(A).

- f) Review and approve a Memorandum of Understanding (MOU) between the local board and the One Stop Partners, relating to the operation of the One Stop delivery system in the local area, consistent with the requirements in 29 USC 3151(c)(2). 29USC 3151(c)(1).
 - g) In agreement with the local board, conduct oversight of the one-stop delivery system. 29 USC 3151(a)(3) and consult with the State as it establishes objective criteria and procedures used to evaluate the operation of the one-stop center as described in 29 USC 3151(g).
 - h) Consult with the local board, the One Stop Operator, and the One-Stop Partners regarding funding of the One-Stop infrastructure as described in 29 USC 3151(h).
3. Engage in Consultation with Governor as described in 29 USC 3151,3162, 3173
- a) Consult with the Governor as he or she establishes guidance for infrastructure one stop funding (29 USC 3151(h)(1)(B) and determines funding as described in 29 USC 3151(h)(2)(C).
 - b) Consult with the Governor as he/she determines funding allocation for youth activities and a statewide workforce investment activities under 29 USC 3162(b)(1)(C). 29 USC 3163(b)
 - c) Consult with the Governor as he/she determines funding allocation for adult employment and training activities and a statewide workforce investment activities under 29 USC 3172(b)(1)(B). 29 USC 3173(b)(1).
4. Performance Measurements
- a) Work with the local board and the Governor to negotiate and reach agreement on local performance measures. 29 USC 3122(d)(9).
 - b) Determine whether to appeal a gubernatorial reorganization determination made under 29 USC 3141(g)(A) to the Governor under 29 USC 3141(g)(B)(i) and to the Secretary of the U.S. Department of Labor under 29 USC 3141(g)(B)(ii).

SECTION 9: This Consortium agreement shall be effective when approved by Resolutions adopted by the County Board of Supervisors of each county party hereto and executed by the chief elected official thereof pursuant to said resolution and shall thereupon act to repeal and supersede any and all prior written or oral consortium agreements under P.L. 113-128, the Workforce Innovation and Opportunity Act.

SECTION 10: Amendments to the Consortium agreement may be adopted with the concurrence of the Board of Supervisors of each county party hereto. The Consortium may be dissolved and this agreement may be rescinded only with the consent of all the Boards of Supervisors of the counties party hereto and the Governor.

IN WITNESS WHEREOF, the parties hereto have caused this Charter Agreement to be executed by the Chairperson of the County Board of Supervisors or the County Executive of the aforementioned Counties.

For Columbia County:
By: Vern E. Gove
Columbia County Board Chair

Signature: Vern E. Gove Date: 1-5-16

For Dane County:
By: Joseph P Parisi
Dane County Executive

Signature: Joseph P. Parisi Date: 12-9-15

For Dodge County:
By: Russell Kottke
Dodge County Board Chair

Signature: Russell Kottke Date: 12/9/15

For Jefferson
By: James Schroeder
Jefferson County Board Chair

Signature: James Schroeder Date: 12/7/2015

For Marquette County
By: Robert Miller
Marquette County Board Chair

Signature: Robert C. Miller Date: 12/14/15

For Sauk County
By: Marty Krueger
Sauk County Board Chair

Signature: Marty F. Krueger, CHAIR Date: 12/07/2015

Attachment E: WDB/Fiscal Agent Agreement

The Workforce Development Board of South Central WI serves as the Fiscal Agent per both the Chief Elected Officials Agreement and the CLEO/WDB Agreement. See Attachments C and D for more information.

Attachment F: Fiscal Agent Contract

Not applicable.

Attachment G: Employee Health and Welfare Costs Policy

Not applicable.

Attachment H: Incentive Compensation Policy

Not applicable.

Attachment I: WDB Membership List – 2018

WDB MEMBERSHIP FORM

WDA Name: Workforce Development Board of South Central WI # 10 Contact Person: Patricia Schramm, Chief Executive Officer

Last Name	First Name	Title	Business/ Organization	Address	Phone #	Email Address	Category of Representation	Define Sub-Category	Nominating Organization	Term Start	Term End	NAICS Code
Branson	Dave	President/Executive Director	Building and Construction Trades Council of South Central WI	1602 South Park Street, Madison, WI	608-256-3161	btrades@sbcglobal.net	Workforce	Apprenticeship	South Central WI Building Trades Council	1/1/2017	12/31/2019	
Bruins	Melanie	Chief Talent Officer	Beaver Dam Community Hospitals, Inc.	707 S University Avenue, Beaver Dam, WI	920-887-4095	Mbruins@bdch.org	Business		Rotary Club of Beaver Dam WI	1/1/2016	12/31/2018	
Cataldo	Laura	Manager Construction & Real Estate Services	Baker Tilly Virchow Krause, LLP	Ten Terrace Ct., Madison, WI 53718	608-240-2488	laura.cataldo@bakertilly.com	Business		AGC	1/1/2016	12/31/2018	541219
Christenson	Pam	Economic Development Director	Madison Gas and Electric	PO Box 1231, Madison WI	608-252-5647	pchristenson@mge.com	Business		MadREP	1/1/2016	12/31/2018	221118
Christiansen	Marcia	Chief Executive Officer	Forward Service Corporation	1402 Pankratz Street, Suite 101, Madison WI	608-268-2251	mchristiansen@fsc-corp.org	Workforce	CBO	W2 Program	1/1/2017	12/31/2019	NA

Clarke	Edward	Retired - Educator and strategic planning professional.	Self Employed	10 Farmington Ct., Madison, WI	608-469-1138	egclarke1@charter.net	Other	Other	Requested of the Workforce Development Board Executive Committee	1/1/2016	12/31/2018	NA
Cromeey	Kathy	Senior Human Resources Manager	The Little Potato Company	801 Little Potato Way, DeForest, WI	608-697-9452	kathy.cromeey@littlepotatoes.com	Business		Columbia County Economic Development Corporation	1/1/2016	12/31/2018	541611/115114
Dietmann	Paul	Sr Lending Officer - Mission Financing	Compeer Financial	1430 North Ridge Drive, Prairie Du Sac, WI	608-370-6956	Paul.Dietmann@compeer.com	Business		State of Wisconsin Agriculture, Workforce and Education Council	1/1/2016	12/31/2018	52229103
Elsing	Nancy	Vice President	Elsing Oil Co, Poynette Amoco, Elsing's Food Shops Inc.	PO Box 85, Poynette, WI 53955	608-697-0174	nancye@charter.net	Business		Columbia County Development Corporation	1/1/2017	12/31/2017	
Fralin	Alex	Assistant Superintendent - Secondary Schools	Madison Metropolitan School District	545 W Dayton Street, Madison, WI	608-663-1633	afralin@madison.k12.wi.us	Ed/Training	Youth Service	Madison Metropolitan Schools	1/1/2016	12/31/2018	NA
Gundlach	Kevin	President	South Central Federation of Labor	1602 South Park Street #228,	608-256-5111	Kevin@scfl.org	Workforce	Labor	South Central Federation of Labor	1/1/2016	12/31/2018	NA

				Madison, WI								
Guttenberg	Randy	District Administrator	Waunakee Community School District	905 Bethel Circle, Waunakee, WI	608-849-2000	rguttenberg@waunakee.k12.wi.us	Education	Youth Service	Wisconsin Association of Schol District Administrator	1/1/2016	12/31/2018	NA
Hands	Richard	Life Sales Support Specialist	American Family Insurance	6000 American Parkway, Madison, WI	608-249-0100 Ext 7831 1	rhands@amfam.com	Business		Greater Madison Chamber of Commerce	1/1/2016	12/31/2018	524210
Jones	Lindsay	Vice President of Operations	Foremost Buildings, Inc.	138 West Candise Street, Jefferson, WI	920-674-6746	lindsay@foremostbuildings.com	Business		Jefferson Society for Human Resource Managers	1/1/2016	12/31/2018	236220
Jones	Traci	Corporate Director of Human Resources	Kalahari Resorts	P.O. Box 590, Wisconsin Dells, WI	608-254-5733	tjones@kalahariresorts.com	Business		Sauk County Development Corporation	1/1/2018	12/31/2020	541910
Kellerman	Robert	Executive Director	Greater Wisconsin Agency on Aging Resources, Inc.	1414 MacArthur Road, Suite A, Madison, WI	608-243-5670	Bob.Kellerman@GWAAR.org	Workforce	Other	Greater Wisconsin Agency on Aging Resources	1/1/2016	12/31/2018	NA
Lalor	John	Vice President	Lalor Brothers LLC	W8274 County Road E, Oxford, WI	608-825-2929	jelalor@yahoo.com	Business		Tri County Economic Development Corporation	1/31/2017	12/31/2019	236110
Lampone	Nicolas	Workforce Development Area Director	Division of Vocational Rehabilitation	1819 Aberg Avenue, Suite E, Madison, WI	608-242-4865	Nicholas.Lampone@dwd.wisconsin.gov	Gov't/Economic Dev	Other	DWD Secretary	1/1/2018	12/31/2020	NA

Langer	Francis	Staff Engineer	Nestle Purina	111 West Plymouth Street, Jefferson, WI	920-674-1540	francis.langer@purina.nestle.com	Business		Jefferson Business Center	1/1/2016	12/31/2018	
Langeteig	Alan	Senior Vice President	State Bank of Cross Plains-Waunakee	610 W Main Stret, Waunakee, WI	608-849-2726	alan.langeteig@crossplainsbank.com	Business		Columbia County Economic Development Corporation	1/1/2016	12/31/2018	522110
Ledger	Joseph	District Director - WDA 10	Department of Workforce Development - Job Service Bureau	119 Aberg Avenue, Suite C, Madison, WI	608-242-4916	joseph.ledger@dwd.wi.gov	Gov't/Econ Dev	Wagner-Peyser/Title III	DWD Secretary	1/1/2018	12/31/2020	NA
LeDuc	Barb	President	Opportunities Inc	200 E Cramer Street, Fort Atkinson, WI	920-563-2437	bleduc@oppin.com	Workforce/CBO	Business	Jefferson County Society of Human Resources	1/1/2016	1/31/2018	561910
Leitinger	Margaret	Vice President	Spherion Staffing	2601 W Beltline Highway #500, Madison, WI	608-274-6000	margaretleitinger@spherion.com	Business		YWCA	1/1/2018	12/31/2020	561311
McNeary	Ann	AFL-CIO Community Services Liaison	United Way of Dane County and the South Central Federation of Labor	2059 Atwood Avenue, Madison, WI	608-246-4355	labor@uwdc.org	Workforce	Labor	South Central Federation of Labor	1/1/2016	12/31/2018	NA
Mingus	Linda	Vice President	Divine Savior	2817 New Pinery Road,	608-742-4131	lmingus@dshealthcare.com	Business		Divine Savior CEO	1/1/2018	12/31/2020	622110

				Portage, WI								
Montey	Melissa	UI Manag er	Unemploy ment Insurance	PO Box 8978, Madison, WI	608- 261- 4575	melissa.monte y@dwd.wi.gov	Gov't/Eco n Dev	UI	DWD Secretary			
Phillips	Dave	Directo r - Office of Econom ic and Workfo rce Develo pment	Dane County Executive Office	210 Martin Luther King Jr. Blvd, Madison, WI	608- 266- 4006	phillips.dave@ countyofdane. com	Economic Developm ent	Econ Dev	Dane County Executive Office	1/1/2017	12/31/2019	NA
Pollard	Lisa	Morain e Park Technic al College -Dean of Beaver Dam Campus	Moraine Park Technical College	700 Gould Street, Beaver Dam, WI 53916- 1994	920- 887- 1447	lpollard@mora inepark.edu	Ed/Trainin g			1/1/2018	12/31/2020	NA
Pulford	Brian	Busines s Unit Manag er Riding Lawn Equipm ent at John Deere	John Deere Horicon Works	300 N Vine Street, Horicon, WI	920- 485- 5640	PulfordBrianR @johndeere.co m	Business		Rotary Club of Beaver Dam WI	1/1/2016	12/31/2018	333112
Pulvermacher	Ryan	Insuran ce Associa te	M3 Insurance	828 John Nolen Drive, Madison, WI	608- 273- 0655	Ryan.Pulverma cher@m3ins.c om	Business		Sauk County Development Corporation	1/1/2018	12/31/2020	524210

Robinson	Dave	Vice President of Operations	Brakebush Brothers	N4993 6th Drive, Westfield, WI	608-296-2121 Ext 1223	dRobinson@brakebush.com	Business		Tri County Economic Development Corporation	1/1/2016	12/31/2018	311612
Roddy	Elizabeth	Recruitment and Training Director	Associated Builders & Contractors of Wisconsin	5330 Wall Street, Madison, WI	608-244-6056	eroddy@abcwi.org	Workforce	Business	CEO of ABC	1/1/2018	1/31/2020	813990
White	Ed	Executive Director	Sauk County Development Corporation	700 Moore Street, Baraboo, WI	608-355-2084	ewhite@scdc.com	Gov't/Econ Dev	Econ Dev	Sauk County Development Corporation	1/1/2018	12/31/2020	NA
Woodhouse	Bryan	Associate VP for Strategic Partnerships and Innovation at Madison College	Madison College	1701 Wright Street, Madison, WI	608-246-6100	woodhouse@madisoncollege.edu	Ed/Training	Education/AEFLA Title II	Madison College	1/1/2018	12/31/2020	NA

*Enter the appropriate NAICS Code that can be found on the U.S. Census Bureau website at <http://www.census.gov/epcd/naics02/naicod02.htm>

Attachment J: Conflict of Interest Policy

(Approved by Executive Committee – June 29, 2016 with Fiscal & Accounting Policies and Procedures Manual)

CONFLICTS OF INTEREST

Introduction

In the course of business, situations may arise in which an Organization decision maker has a conflict of interest, or in which the process of making a decision may create an appearance of a conflict of interest.

All directors and employees have an obligation to:

1. Avoid conflicts of interest, or the appearance of conflicts, between their personal interests and those of the Organization in dealing with outside entities or individuals,
2. Disclose real and apparent conflicts of interest to the Board of Directors, and
3. Refrain from participation in any decisions on matters that involve a real conflict of interest or the appearance of a conflict.

What Constitutes a Conflict of Interest

All employees and directors of WDBSCW owe a duty of loyalty to the Organization. This duty necessitates that in serving the Organization they act solely in the interests of the Organization, not in their personal interests or in the interests of others.

The persons covered under this policy shall hereinafter be referred to as “interested persons.” Interested persons include all members of the Board of Directors and all employees, as well as persons with the following relationships to directors or employees:

1. Spouses or domestic partners
2. Brothers and sisters
3. Parents, children, grandchildren, and great-grandchildren
4. Spouses of individuals listed in 2 and 3
5. Corporations, partnerships, limited liability companies (LLCs), and other forms of businesses in which an employee or director, either individually or in combination with individuals listed in 1, 2, 3, or 4, collectively possess a [35%] or more ownership or beneficial interest

Conflicts of interest arise when the interests of an interested party may be seen as competing with those of the Organization. Conflicts of interest may be financial (where an interested party benefits financially directly or indirectly) or non-financial (e.g., seeking preferential treatment, using confidential information).

A conflict of interest arises when a director or employee involved in making a decision is in the position to benefit, directly or indirectly, from his or her dealings with the Organization or person conducting business with the Organization. (A potential conflict of interest exists when the director or employee, or his or her immediate family {spouse, parent, child, brother, sister and spouse of parent, child, brother, or sister} owes/receives more than 1% of the benefiting business/profits.)

Examples of conflicts of interest include, but are not limited to, situations in which a director or employee:

1. Negotiates or approves a contract, purchase, or lease on behalf of the Organization and has a direct or indirect interest in, or receives personal benefit from, the entity or individual providing the goods or services.
2. Negotiates or approves a contract, sale, or lease on behalf of the Organization and has a direct or indirect interest in, or receives personal benefit from, the entity or individual receiving the goods or services.
3. Employs or approves the employment of, or supervises a person who is an immediate family member of the director or employee.
4. Sells products or services in competition with the Organization.
5. Uses the Organization's facilities, other assets, employees, or other resources for personal gain.
6. Receives a substantial gift from a vendor, if the director or employee is responsible for initiating or approving purchases from that vendor.

Honoraria Acceptance

An WDBSCW employee shall not accept an honorarium for an activity conducted where agency-reimbursed travel, work time, or resources are used or where the activity can be construed as having a relationship to the employee's position with the WDBSCW; such activity would be considered official duty on behalf of the Organization. A relationship exists between the activity and the employee's position with the WDBSCW if the employee would not participate in the activity in the same manner or capacity if they did not hold their position with the Organization. The employee should make every attempt to avoid the appearance of impropriety.

An employee may receive an honorarium for activities performed during regular non-working hours or while on annual leave if the following conditions are met:

- All expenses are the total responsibility of the employee or the sponsor of the activity in which the employee is participating.
- The activity has no relationship to the employee's WDBSCW duties.

Nothing in this policy shall be interpreted as preventing the payment to the WDBSCW by an outside source for actual expenses incurred by an employee in an activity, or the payment of a fee to the WDBSCW (in lieu of an honorarium to the individual) for the services of the employee. Any such payments made to WDBSCW should be deposited to the Organization account and an appropriate entry should be made coded to the same program or department to which the employee's corresponding time was charged.

Disclosure Requirements

A director or employee who believes that he or she may be perceived as having a conflict of interest in a discussion or decision must disclose that conflict to the group making the decision. Most concerns about conflicts of interest may be resolved and appropriately addressed through prompt and complete disclosure.

Therefore, WDBSCW requires the following:

1. At the inception of employment or volunteer service to the Organization, and on an annual basis thereafter, the accounting department shall distribute a list of all contractors with whom the Organization has transacted business at any time during the preceding year, along with a copy of the disclosure statement to all members of the Board of Directors, the Chief Executive Officer, members of senior management, and employees with purchasing and/or hiring responsibilities or authority. Using the prescribed form, these individuals shall inform, in writing and with a signature, the Chief Executive Officer and the chair of the Executive and Audit Committees, of all potential reportable conflicts.
2. During the year, these individuals shall submit a signed, updated disclosure form if any new potential conflict arises.
3. The Chief Executive Officer shall review all forms completed by employees, and the Executive Committee shall review all forms completed by directors and the Chief Executive Officer and determine appropriate resolution in accordance with the next section of this policy.
4. Prior to management, board, or committee action on a contract or transaction involving a conflict of interest, a staff, director, or committee member having a conflict of interest and who is in attendance at the meeting shall disclose all facts material to the conflict of interest. Such disclosure shall be reflected in the minutes of the meeting.
5. A staff, director, or committee member who plans not to attend a meeting at which he or she has a reason to believe that the management, board, or committee will act on a matter in which the person has a conflict of interest shall disclose to the chair of the meeting all facts material to the conflict of interest. The chair shall report the disclosure at the meeting and the disclosure shall be reflected in the minutes of the meeting.
6. A person who has a conflict of interest shall not participate in management's, the Board's, or the committee's discussion of the matter except to respond to questions. Such person shall not attempt to exert his or her personal influence with respect to the matter.
7. A person who has a conflict of interest with respect to a contract or transaction that will be voted on at a meeting shall not be counted in determining a quorum for purposes of the vote. The person having a conflict of interest may not vote on the contract or transaction. If an item of discussion requires a Board member to abstain, then a roll call vote will be taken. Noting the abstention. For purposes of this paragraph, a member of the Board of Directors of the WDBSCW has a conflict of interest when he or she stands for election as an officer or for re-election as an officer of the Board.
8. If required by Federal awarding agencies, The WDBSCW will notify those agencies in writing of any potential conflict of interest. (2 CFR Part 200.112, Conflict of interest)

Resolution of Conflicts of Interest

All real or apparent conflicts of interest shall be disclosed to the Executive Committee and Chief Executive Officer of the Organization. Conflicts shall be resolved as follows:

- The Chair of the Board shall be responsible for making all decisions concerning resolutions of conflicts involving the Board Committee members and the Chief Executive Officer.
- The Chief Executive Officer shall be responsible for making all decisions concerning resolutions of conflicts involving employees.

An employee or director may appeal the decision that a conflict (or appearance of conflict) exists as follows:

- An appeal must be directed to the chair of the board.
- Appeals must be made within 30 days of the initial determination.
- Resolution of the appeal shall be made by vote of the full Board of Directors.
- Board members who are the subject of the appeal, or who have a conflict of interest with respect to the subject of the appeal, shall abstain from participating in, discussing, or voting on the resolution, unless their discussion is requested by the remaining members of the board.

Disciplinary Action for Violations of This Policy

Failure to comply with the standards contained in this policy will result in disciplinary action that may include termination, referral for criminal prosecution, and reimbursement to the Organization or to the government, for any loss or damage resulting from the violation. As with all matters involving disciplinary action, principles of fairness will apply. Any employee charged with a violation of this policy will be afforded an opportunity to explain her or his actions before disciplinary action is taken.

Disciplinary action will be taken:

1. Against any employee who authorizes or participates directly in actions that are a violation of this policy.
2. Against any employee who has deliberately failed to report a violation or deliberately withheld relevant and material information concerning a violation of this policy.
3. Against any director, manager, or supervisor who attempts to retaliate, directly or indirectly, or encourages others to do so, against any employee who reports a violation of this policy.

A Board member who violates this policy will be removed from the Board.

Attachment K: WDB Meeting Schedule and Organization Diagram

Workforce Development Board of South Central Wisconsin – Board & Committees

A. Full Board

The full Board shall meet quarterly (spring, summer, fall and winter) in accordance with the wishes of the majority of the Board. Committees will hold meetings as necessary, and shall report proceedings to the full Board. The Chairperson may call a general Board meeting, upon proper notice, as deemed necessary to conduct official business. Special meetings of the Board of Directors may be held at the call of the Chairperson or any nine (9) Directors.

B. Executive Committee

The Executive Committee shall be comprised of the Board Officers and Chairpersons of the Standing Committees. A majority of the membership of the Executive Committee shall be from among the private sector. The Board will attempt to maintain geographic equity in designating the Executive Committee membership.

The Executive Committee shall 1.) Coordinate and oversee the work of the Board and its committees to ensure the Board is effective in developing and attaining broad strategic objectives, 2.) develop and coordinate Board development activities 3.) monitor the activities of the Board including attendance and participation, 4.) conduct business between full Board meetings provided the business is time sensitive and the nature and dollar value of the business complies with Board policies, 5.) establish and conduct or coordinate processes related to selecting and hiring the chief executive officer of the corporation, 6.) review and evaluate the performance of the chief executive officer and set the compensation or any adjustment(s) to the compensation. The review of the chief executive officer's performance and any adjustment(s) to compensation shall be completed no later than April 30 of each year, 7.) oversee the financial management system of the corporation including review of financial reports; review and recommend annual budgets to the full Board; adopt and oversee all administrative systems of the Board including those related to organizational structure, audits, personnel policies, administrative systems, and other internal operations of the.

Schedule: The Executive Committee shall meet a minimum of four times each year. The meetings will be set to convene on or about a quarterly basis with the meetings of each calendar year occurring in March, June, September and December. The Executive Committee is on call for special additional meetings, properly noticed, and called by the Executive Committee Chair if a special need arises. The Executive Committee calls their meeting to convene approximately two weeks prior to the convening of the full Board meetings.

C. Planning and Development Committee

Planning and Development Committee members shall be appointed by the Chairperson of the Board and approved by the Board. The Board Chairperson shall appoint the Chairperson of the Planning and Development Committee.

The Planning and Development Committee shall 1.) plan, develop, and oversee all program service related activities including those related to program design, program objectives,

performance and monitoring, program policies, quality and efficiency, customer satisfaction, and procurement of services including allocation. The Committee is responsible for development of framework designs for the workforce system including core, intensive and training services. This includes development, modification and oversight of One-Stop Operator Agreements, Business Plans and Memorandums of Understanding; 2.) review the activities of other workforce-related partners, programs and initiatives including the role of One-Stop Operators; and 3.) plan, develop, and oversee strategies to support an integrated, customer-focused workforce development system, and be responsible for Board performance standards and continuous improvement practices for the workforce system; 4.) Review the effectiveness and viability of the WDB's regional Job Center/One-Stop system.

Schedule: The Planning and Development Committee establishes its annual meeting schedule each year to convene in concert with the planning, evaluation and procurement responsibilities of the full Board. The meeting schedule is set to accomplish objectives of the full Board each program year. The Planning and Development Committee is on call for special meetings, properly noticed, and called by the Chair of the Committee if a special need arises.

D. **Youth Committee**

Youth Committee (Sub-committee) members shall be appointed by the Chairperson of the Board. Members of the Youth Committee shall include members of the Workforce Development Board (WDB) but may also include non-WDB members in accordance with the Workforce Innovation and Opportunity Act. The Board Chairperson shall appoint the Chairperson of the Youth Committee.

The Youth Committee shall comply with the Workforce Innovation and Opportunity Act. The Youth Committee shall a.) Coordinate youth activities in the local area; b.) develop portions of the local plan related to eligible youth; c.) recommend eligible youth service providers in accordance with the Workforce Innovation and Opportunity Act, subject to the approval of the WDB; d.) conduct oversight with respect to eligible local providers of youth services; e.) carry out other duties as authorized by the WDB.

Procurement of youth services, including allocation of funding resources, shall be the responsibility of the Workforce Development Board.

Schedule: The Youth Committee meets a minimum of four times each year. The meetings are set to convene on or about a quarterly basis with the meetings of each calendar year occurring in concert with the planning, evaluation and procurement responsibilities of the Youth Council. The Youth Council is on call for special additional meetings, properly noticed, and called by the Chair of the Youth Council if a special need arises.

E. **Audit Committee**

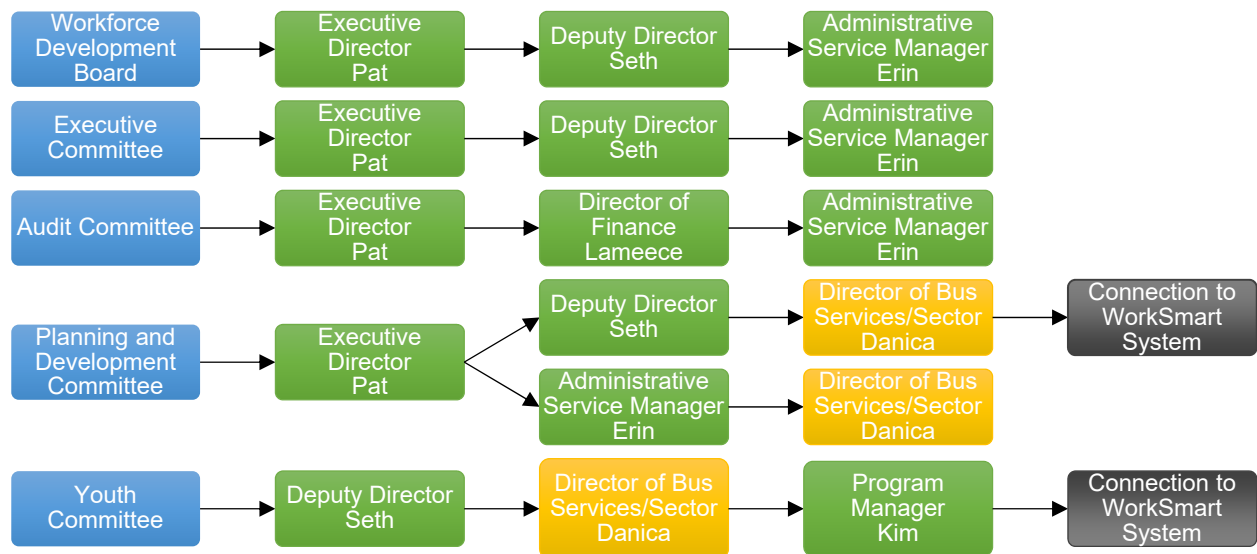
Audit Committee members shall be appointed by the Chairperson of the Board. The Board Chairperson shall appoint the Chairperson of the Audit Committee. There shall be a minimum of three members and they shall meet a minimum of two times each fiscal year.

The audit committee shall 1.) be responsible for procuring the annual agency-wide audit as required by funding sources. 2.) be represented at the initial or entrance meeting with the

selected audit firm at the commencement of the agency-wide audit. 3.) be informed if any material problems are discovered during the audit. 4.) be presented with the draft audit report for review and comment. 5.) be represented at the audit exit conference. 6.) be responsible for providing the Executive Committee and full Board a summary of the annual audit report. 7.) be responsible to insure that any required follow-up to the audit report is completed. 8.) assist Board staff with continuous improvement of the audit process.

Schedule: The Audit Committee shall meet at the call of Audit Committee Chair at least twice each year. Meeting of the Audit Committee shall be conducted in concert with the procurement of the annual agency-wide audit and the exit conference related to the annual agency-wide audit. The Audit Committee is on call to meet at the call of the Audit Committee Chair in the event of a special need or at the request of the Executive Committee.

The WDBSCW work is lead and organized around its committees. The following chart demonstrates the alignment of Board work by committee, designated WDBSCW staff, and system staff alignment.



Attachment L: WDB By-Laws

(Amended & Reviewed Effective May 17, 2018 / Approved Effective September 27, 2018 – Full Board)

Bylaws of the Workforce Development Board of South Central Wisconsin, Inc.

ARTICLE I: PURPOSE

The purpose of the Workforce Development Board of South Central Wisconsin, Inc. (WDBSCW) shall be to contribute to the development of an integrated, customer-focused workforce development system through planning and providing services, administering programs, and working in close partnership with employers, agencies, units of government, and other workforce development partners. The Workforce Development Board of South Central Wisconsin shall be responsible for executing duties and responsibilities designated through the Workforce Innovation and Opportunity Act (WIOA), and as solicited or assigned through other funding sources in keeping with its purpose.

ARTICLE II: AUTHORITY

Section 1: Establishment

The Workforce Development Board of South Central Wisconsin shall be established in accordance with Public Law 113-128 of the Workforce Innovation and Opportunity Act, and in accordance with future amendments or successor legislation, at such times as they may occur. Hereafter the Workforce Development Board of South Central Wisconsin, Inc. shall be referred as the "Board".

Section 2: Authority

Authority is provided for the Board to perform all functions and do all acts, which the corporation might do or perform under Public Law 113-128, and as solicited or assigned through other funding sources, including but not limited to, contracting for services and awarding grants and contracts. Its decisions shall be final in matters determined "reasonable and proper". The Board has the power to convene or poll itself by majority vote of private sector and public representatives. The Board may enter into contracts or agreements to provide other services that are in keeping with its purpose.

Sections 3: Legislative or Political Activities

The Board shall comply with the Hatch Act (and any amendments thereto) and not have a substantial part of its activities of the corporation carrying on propaganda or otherwise attempting to influence legislation. The corporation shall not participate in or intervene in (including the publishing or distribution of statements) any political campaign on behalf of any candidate for public office.

Section 4: Operational Limitations

Notwithstanding any other provisions of these articles, the Board shall not carry on any other activities not permitted to be carried on by a corporation exempt from federal income tax under section 501(c)(3) of the Internal Revenue Code of 1954, or by any future corresponding provision of United States Internal Revenue Code of 1954, or by any future corresponding provision of any United States Internal Revenue law.

Section 5: Dissolution Clause

Upon the dissolution of the corporation, the Board shall, after paying or making provisions for the payment of all of the liabilities of the corporation, dispose of all of the assets of the corporation in such manner as allowed by applicable law and in keeping with the purpose of the Board as established in these Bylaws.

ARTICLES III: BOARD OF DIRECTORS

Section 1: Duties

The management and affairs of this corporation shall be vested in a Board of Directors. All members of the Board shall serve as directors of the corporation. The Board's role shall be to 1) make policy, 2) make funding decisions, 3) direct the chief executive officer to implement policy; and 4) monitor implementation and outcome of policy.

ARTICLE IV: MEMBERS

Section 1: General Information

The members of this corporation shall be appointed by the Chief Elected Officials pursuant to the provisions of the Chief Elected Official's (CEO) Charter Agreement, the Workforce Development Board/Chief Elected Officials (WDB/CEO) agreement, and the Workforce Innovation and Opportunity Act and any amendments or successor legislation at such time as they may occur. All members shall serve as directors of the corporation.

Section 2: Number

The number of members shall be as established by the Chief Elected Officials within the CEO Charter Agreement.

Section 3: Vacancies

All vacancies shall be filled by appointment of the Chief Elected Officials as designated in the CEO Charter Agreement and WDB/CEO Agreement.

Section 4: Term

All members shall be appointed for a term of three (3) years. Initial members shall be appointed for one (1), two (2), or three (3) years to establish staggered terms.

Section 5: Meeting Attendance of Directors

A recommendation to the Chief Elected Officials to remove a member may occur if the Board member is absent from three (3) meetings in any Program Year period (July 1 through June 30).

Section 6: Removal

The Chief Elected Officials in accordance with the CEO Charter Agreement and WDB/CEO Agreement may remove any member at any time.

Section 7: Code of Ethics/Conflict of Interest

Members of the Board shall be subject to all Board policies related to ethics and conflict of interest as specified in the WDB/CEO Agreement or as stated in the Workforce Innovation and Opportunity Act, and as solicited or assigned through other funding sources. All members shall complete a "Disclosure Statement" annually.

Section 8: Committee Membership

All members of the Board shall be a member of at least one standing committee of the Board.

ARTICLE V: MEETINGS

Section 1: Regular Scheduled Meetings

The full Board shall meet quarterly (spring, summer, fall and winter) in accordance with the wishes of the majority of the Board. Committees will hold meetings as necessary, and shall report proceedings to the full Board. The Chairperson may call a general Board meeting, upon proper notice, as deemed necessary to conduct official business. Special meetings of the Board of Directors may be held at the call of the Chairperson or any nine (9) Directors.

Section 2: Quorum

A quorum necessary to transact business at any regular or special meeting shall consist of at least a majority of the current membership of the Board at the time of the meeting.

Section 3: Notice of Meeting

Regular meetings: An agenda shall be delivered to all members of the Board at least five (5) days prior to each regular meeting. Each agenda will set forth the items of business to be considered in sufficient detail to reasonably apprise the members of the nature of those items or will be accompanied by other written materials to accomplish that purpose. Nothing contained herein will preclude other allowable business from being placed on agendas by appropriate motions. All meetings will be noticed and held in compliance with Wisconsin's open meeting laws. All meetings of the Board shall be held in accessible locations as defined by the American's With Disabilities Act.

Section 4: Board Meeting Minutes

The Board shall keep written minutes of all meetings. Minutes will include a record of votes on all motions. Minutes of the previous meeting shall be distributed to all members before the next meeting, and shall be made available to the public upon request.

ARTICLE VI: OFFICERS

Section 1: Officers

The officers of the Board shall consist of the Chairperson, Chairperson-Elect, Past Chairperson, Secretary, and Treasurer. The Chairperson and Chairperson-Elect of the Board shall be selected from among the private sector members of the Board in compliance with the Workforce Innovation and Opportunity Act

["The Local Board must elect a Chairperson from among the business representatives on the board"].

The Board will attempt to maintain geographic equity in selecting officers.

Section 2: Nominations

The Executive Committee shall be responsible for developing a slate of officers or designating a nominating committee to develop a slate of officers for presentation to the Fall Board meeting. Notification of the slate of Offices shall be presented to the Board members at least ten (10) days prior to the fall meeting at which the election will occur. After the slate has been presented to the Board, additional nominations may be made from the floor.

Section 3: Election of Officers

The officers shall be nominated and elected at the fall meeting of the full Board. Terms shall be for two years. Terms shall commence on January 1, following the election. The office of Chairperson and Chairperson Elect shall be filled in compliance with the Workforce Innovation and Opportunity Act [The Local Board must elect a Chairperson from among the business representatives on the board"]. All officers will be elected by a majority vote of those present. Vote may be by secret ballot. The election of officers will consist of electing a Chairperson-Elect, Secretary and Treasurer. The office of Chairperson- Elect will automatically ascend to the position of Chairperson at the beginning of the new bi-annual election cycle on January 1.

Section 4: Vacancies

The Chairperson Elect shall fill a vacancy in the office of Chairperson for the remainder of the term. Other officer vacancies shall be filled by appointment by the Chairperson and confirmed by vote of the Board.

Section 5: Duties of Each Office

The Board shall use the following chain of command where necessary. The chain of command shall be Chairperson, Chairperson Elect, Past Chairperson, Treasurer, and Secretary. This chain of command will apply to any situation where one or more of the officers are either absent from meetings, vacate their office, or cannot be located in times of Board needs. The chain of command must comply with the Workforce Innovation and Opportunity Act, i.e. "business sector" representative.

Chairperson: The Chairperson shall be the chief officer of the Board. The Chairperson shall (a) preside at all meetings of the full Board; (b) appoint individual Committee and Standing Committee Chairs (Committee and Standing Committee Chairs must be members of the Board) and committees membership to accomplish tasks which are the responsibility of the Board; (c) sign legal documents on behalf of the Board; (d) prepare meeting agendas in counsel with the chief executive officer; (e) serve as the Chairperson of the Executive Committee; and (f) perform other duties as prescribed by the Board. The Chairperson's power shall include the authority to:

- A. Carry out his/her duties as delegated in this Article, and those policies duly adopted by the corporation, and the Executive Committee;
- B. Appoint special committees to perform tasks deemed necessary during his/her term of office in accordance with these Bylaws;
- C. Authorize reasonable and proper expenses for the purpose of specific corporation duties;
- D. Call any committee into session at any time;
- E. Engage legal counsel in accordance with these Bylaws; and
- F. Require regular or special reports from any committee or the Chief Executive Officer.

Chairperson-Elect: In the temporary absence of the Chairperson person, the Chairperson Elect shall have all the powers of and be subject to all the restrictions upon the Chairperson and shall perform other duties as assigned by the Chairperson of the Board.

Past Chairperson: The Past Chairperson will provide advice and counsel to the officers on the Executive Committee.

Treasurer: The Treasurer shall be responsible for monitoring and oversight of the Board's fiscal responsibilities. The Treasurer shall perform other duties as assigned by the Chairperson. If determined by the Board as necessary, the Treasurer shall be bonded for faithful discharge of his/her duties, the sum and surety of which, the Board shall determine. The cost of any such bond shall be paid from corporate funds.

Secretary: The Secretary shall be responsible for the minutes of meetings of the Board and Executive Committee and shall sign meeting minutes upon approval by the Board or Executive Committee. The Secretary shall perform other duties as assigned by the Chairperson or by the Board.

Section 6: Terms of Office

Terms of office shall be for two years.

Section 7: Multiple Offices

Board members may not hold multiple offices, except that the Board Chairperson is also the Chairperson of the Executive Committee.

ARTICLE VII: COMMITTEES

Section 1: Committees

A. Executive Committee

The Executive Committee shall be comprised of the Board Officers and Chairpersons of the Committees and Standing Committees. A majority of the membership of the Executive Committee shall be from among the private sector. The Board will attempt to maintain geographic equity in designating the Executive Committee membership.

The Executive Committee shall 1.) coordinate and oversee the work of the Board and its committees to ensure the Board is effective in developing and attaining broad strategic objectives, 2.) develop and coordinate Board development activities 3.) monitor the activities of the Board including attendance and participation, 4.) conduct business between full Board meetings provided the business is time sensitive and the nature and dollar value of the business complies with Board policies, 5.) establish and conduct or coordinate processes related to selecting and hiring the chief executive officer of the corporation, 6.) review and evaluate the performance of the chief executive officer and set the compensation or any adjustment(s) to the compensation. The review of the chief executive officer's performance and any adjustment(s) to compensation shall be completed no later than June 30 of each year, 7.) oversee the financial management system of the corporation including review of financial reports; review and recommend annual budgets to the full Board; adopt and oversee all administrative systems of the Board including those related to organizational structure, audits, personnel policies,

administrative systems, and other internal operations of the Board.

Business conducted by the Executive Committee as adheres to these Bylaws and Board policies shall be binding on the Board. All other actions of this committee shall be subject to affirmation or rejection by the full Board at their next meeting.

B. Audit Committee

Audit Committee members shall be appointed by the Chairperson of the Board. The Board Chairperson shall appoint the Chairperson of the Audit Committee. There shall be a minimum of three members and they shall meet a minimum of two times each fiscal year.

The audit committee shall 1.) be responsible for procuring the annual agency-wide audit as required by funding sources. 2.) be represented at the initial or entrance meeting with the selected audit firm at the commencement of the agency-wide audit. 3.) be informed if any material problems are discovered during the audit. 4.) be presented with the draft audit report for review and comment. 5.) be represented at the audit exit conference. 6.) be responsible for providing the Executive Committee and full Board a summary of the annual audit report. 7.) be responsible to insure that any required follow-up to the audit report is completed. 8.) assist Board staff with continuous improvement of the audit process.

Section 2: Standing Committees

A. Planning and Development Committee

Planning and Development Committee members shall be appointed by the Chairperson of the Board. Planning and Development Committee members shall include members of the Workforce Development Board (WDB) but may also include non- Board members in accordance with the Workforce Innovation and Opportunity Act. The Board Chairperson shall appoint the Chairperson of the Planning and Development Committee from the membership of the Workforce Development Board.

The Planning and Development Committee shall 1.) plan, develop, and oversee all program service related activities including those related to program design, program objectives, performance and monitoring, program policies, quality and efficiency, customer satisfaction, and procurement of services including allocation. The Committee is responsible for development of framework designs for the workforce system. This includes development, modification and oversight of One-Stop Operator Agreements, Contracts for One Stop Delivery services and training and Memorandums of Understanding; 2.) review the activities of other workforce-related partners, programs and initiatives including the role of One-Stop Operators; and 3.) plan, develop, and oversee strategies to support an integrated, customer- focused workforce development system, and be responsible for Board performance standards and continuous improvement practices for the workforce system; 4.) Review the effectiveness and viability of the WDB's regional Job Center/One-Stop system.

Procurement of adult and dislocated worker services, including allocation of funding resources, shall be the responsibility of the Workforce Development Board.

B. Youth Committee

Youth Committee members shall be appointed by the Chairperson of the Board. Members of

the Youth Committee shall include members of the Workforce Development Board (WDB) but may also include non-WDB members in accordance with the Workforce Innovation and Opportunity Act. The Board Chairperson shall appoint the Chairperson of the Youth Committee from the membership of the Workforce Development Board.

The Youth Committee shall comply with the Workforce Innovation and Opportunity Act. The Youth Committee shall a.) Coordinate youth activities in the local area; b.) develop portions of the local plan related to eligible youth; c.) recommend eligible youth service providers in accordance with the Workforce Innovation and Opportunity Act, subject to the approval of the WDB; d.) conduct oversight with respect to eligible local providers of youth services; e.) carry out other duties as authorized by the WDB.

Procurement of youth services, including allocation of funding resources, shall be the responsibility of the Workforce Development Board.

Section 3: Ad Hoc Committees

The Chairperson will create and appoint members to Ad Hoc Committees as necessary to accomplish specific purposes. The Chairperson of the Board will appoint Chairpersons of Ad Hoc Committees from the Workforce Development Board membership. Ad Hoc Committees will be appointed on a temporary, time-limited basis. Upon completion of assigned tasks, Ad Hoc committees shall dissolve.

ARTICLE VIII: CHIEF EXECUTIVE OFFICER

Section 1: Selection and Removal

The chief executive officer of the corporation will be selected by the Executive Committee through pre-established selection processes as agreed upon by the committee. Selection shall be subject to approval of the full Board. The Board shall employ the chief executive officer. The chief executive officer may be removed from his or her position by a two-thirds majority of the Board. The Executive Committee shall be responsible for, at a minimum, an annual performance evaluation of the chief executive officer. The Executive Committee shall complete the review of the chief executive officer's performance and set any compensation changes no later than June 30 of each year.

Section 2: Duties and Responsibilities and Authority

The chief executive officer shall be responsible for all operations of the corporation subject to approved policies, these Bylaws, and applicable laws and regulations. The chief executive officer shall be responsible for the overall performance of the corporation including attainment of federal and state mandated outcomes,

Board developed goals, and expectations specified in the related job description.

Duties of the chief executive officer shall include but not be limited to the following:

- A. Receive all funds due the corporation and maintain bank accounts; Establish banking facilities; receive and disburse funds, and prepare and issue checks;
- B. Prepare annual budgets for the corporation for consideration by the Executive Committee;
- C. Keep complete records of all moneys owed to the corporation and of expenditures

- incurred by the corporation and take all appropriate measures to assure the prompt collection of, payment of, and accounting for, corporation funds;
- D. Direct all operations of the corporation including those related to policy implementation, employment of staff and personnel management, fiscal operations, administrative systems; and incur expenses as the Board in its budget shall authorize;
 - E. Enter into contracts and leases, apply for and receive outside funds;
 - F. Assist the Board with Board related activities and carry out all Board directives;
 - G. Maintain all records and files of the corporation and furnish financial and activity reports as directed;
 - H. Establish, implement, and enforce policies and procedures relative to operations of the corporation;
 - I. Give bond in accordance with the WDB/CEO Agreement and keep in force all required insurance,
 - J. Perform duties as delegated by the Chairperson and the Executive Committee in accordance with the intent of these Bylaws;
 - K. Act as the corporation's complaint officer.

ARTICLE IX: PARLIAMENTARY PROCEDURES

The rules contained in the current edition of **Robert's Rules of Orders** shall govern the Board in all cases to which they are applicable and in which they are not inconsistent with these bylaws and any statutes or regulations applicable to this Board.

ARTICLE X: INDEMNIFICATION

The corporation shall purchase and maintain such liability, fidelity and bond insurance on behalf of the corporation's Officers, Directors, staff and Chief Elected Officials for all matters arising under the Workforce Innovation and Opportunity Act, and all other grants and funds obligated under the WDBSCW, as allowable costs. The Board may be provided such other or further indemnity as it deems appropriate.

ARTICLE XI: AMENDMENT OF BYLAWS

The Board bylaws may be amended and new bylaws adopted at any meeting of the Board. However, for subsequent bylaws, or amendments thereof, to be adopted, the following must occur prior to voting on adoption. Written notice of the proposed change must be sent to all Board members at least ten (10) days prior to the general Board meeting when the change will be discussed. The voting of changes will be taken at the next general meeting following the discussion meeting. A change of the bylaws requires a two-thirds (2/3) vote of the Board.

ARTICLE XII: SEAL

This corporation shall have no seal.

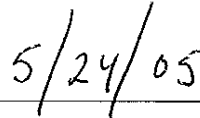
End.

Signatures

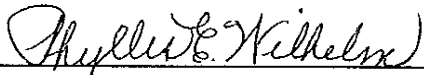
The foregoing bylaws were adopted by unanimous affirmative vote of 23 members of this corporation on this 10th day of March, 2005.



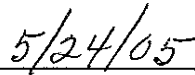
Steve Lewis, Chairperson



Date



Phyllis Wilhelm, Secretary



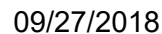
Date

Amendment Signatures

The above amended bylaws amendments adopted by unanimous vote of the 33 members on this corporation on this 27th day of September 2018.



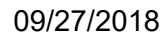
Pam Christenson Chairperson



Date



Laura Cataldo – Chairperson Elect



Date

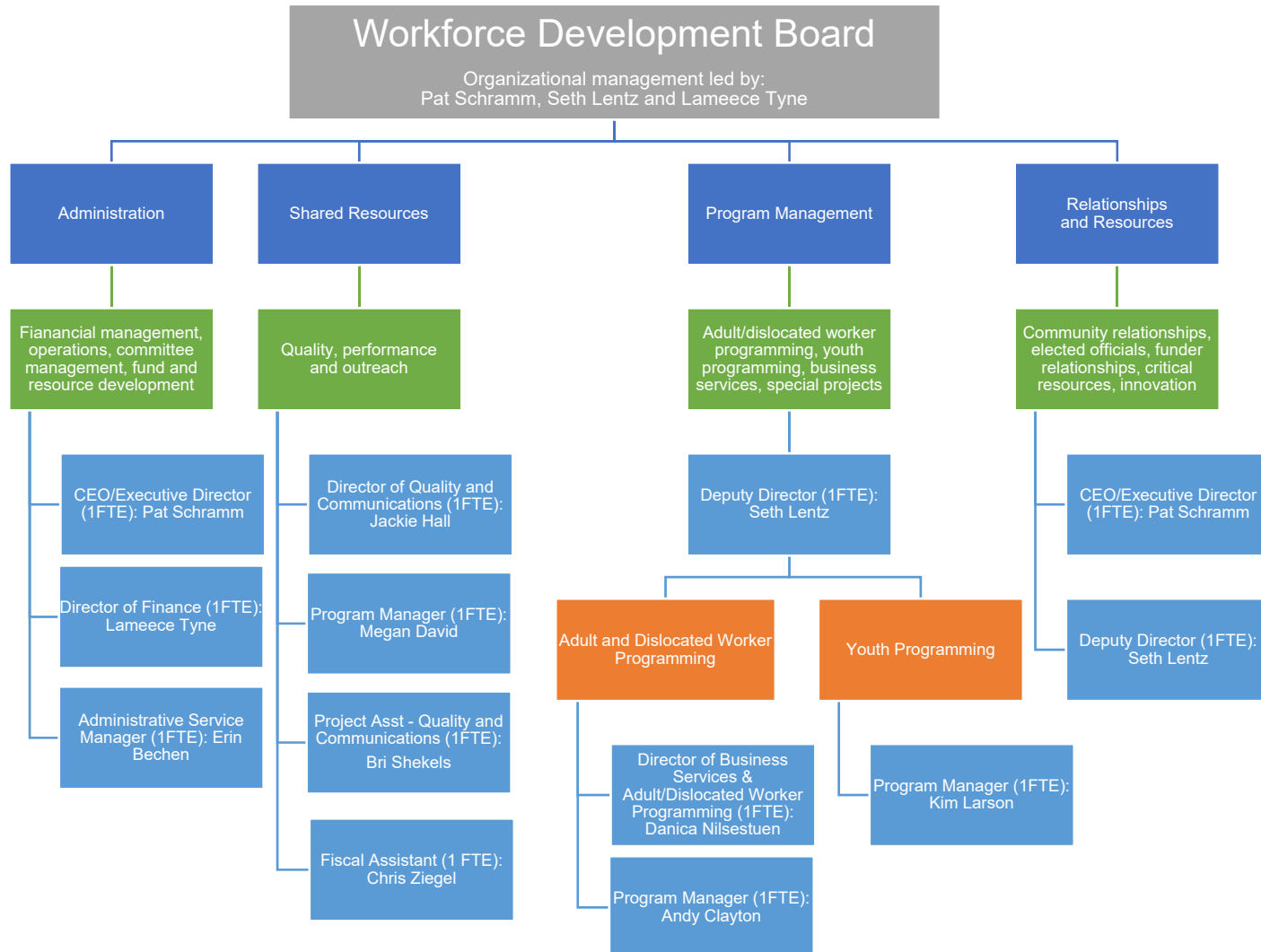
Attachments: CEO Charter Agreement
WDB/CEO Agreement

Attachment M: WDB Staff Agreement

Executive Director Job Description

- **Support the Workforce Development Board's strategic mission and vision.**
 - Work to develop and maintain a strategic business model for the WDB funded South Central Wisconsin Workforce Development System. Work to assure that organization's efforts work toward System development and improvement that will drive innovation and best practices
 - Establish staff and financial resources to support the WDB's strategic goals.
- **Establish and maintain the administrative system to support the organization's performance, development and innovative capacity.**
 - Establish annual budget both corporate and program. Monitor and adjust budget quarterly.
 - Manage the financial and organizational resources to support the work of the organization.
 - Manage the staff evaluate process.
- **Research and develop the financial resources to support the work of the organization.**
 - Establish annual fund development strategy.
 - Support fund development for innovation.
 - Seek co-sponsorship of initiatives, as needed, from such entities as the United Way, Chambers of Commerce and other organizations.
- **Work to develop the knowledge base of WDB Board members so that they can serve as effective ambassadors for workforce development within the region.**
 - Maintain full Board membership.
 - Provide new Board Member Orientations.
 - Work with WDB staff, board committees and partners to develop and maintain strategic and innovative workforce development strategy for the Workforce Development Area of South Central Wisconsin.
- **Serve as lead staff support to Workforce Development Board, Executive Committee and Audit Committee.**
- **Integrate marketing plan into strategic plan.**
 - Develop and nurture relationships with the media.
- **Staff the LEOs Consortium.**
 - Work with elected and appointed representatives to develop policy and resources to support workforce development in the South Central Area.
- **Build partnerships to strengthen impact and outcomes.**
 - Work on a National, State and Regional level with program design entities to support innovation and develop of the South Central Workforce Development System.
 - Work with the State of Wisconsin's Council on Workforce Development and other strategic partners to develop policy and resources to support the WDB's mission and vision.

Attachment N: WDB Organizational Chart – Effective December 10, 2018



Attachment O: Administrative Entity/Fiscal Agent Organizational Chart

Not applicable.

Attachment P: Cost Allocation Plan

(Approved by Executive Committee – June 29, 2016 with Fiscal & Accounting Policies and Procedures Manual)

WDBSCW Cost Allocation Plan

To show steps are taken to ensure that costs are properly allocated to grants and funding sources. A cost allocation plan will be adopted at the beginning of each year and reviewed minimally on a semi-annual bases.

Cost Allocations Procedures

The Organization allocates costs on an individual employee and/or invoice basis. Costs are allocated on an equitable distribution base such as but not limited to: time directly allocated to a specific grant or cost objective (direct labor hours), dollars spent on a specific grant or activity, or time study for a specific period.

The basis for the allocation method used is payroll based on time sheets or time studies for all expenses. As the time allocation is developed, it is first applied to the budget year. Salaries are allocated as budget line items to the various grants and/or programs. This is accomplished by individual employee. Fringe benefits mirror salaries. The relationship of each grant and/or program payroll to the total payroll is the basis for the allocation of non-payroll expenses. The budget is then completed based on these relationships.

The accounting system has the ability through fixed allocation accounts to allocate individual payroll items or invoices. The percentages developed through the budget process are loaded to each allocation account. The system has the ability to modify these percentages as necessary.

It is the practice of the Organization to review individual invoices for appropriateness and chargeability. Certain invoices are particular to a specified activity and are charged directly to a specific grant and/or program expense account. Other invoices are general in nature and are allocated. They are coded to the appropriate allocation account and charged to the grant and/or program expense accounts based on the percentages developed by the time sheets or time studies.

Direct Costs

Direct costs are those costs that can be identified specifically with a particular final cost objective, such as a Federal Award, or other internally or externally funded activity, or that can be directly assigned to such activities relatively easily with a high degree of accuracy (*2 CFR Part 200.413(a)*). WDBSCW identifies and charges these costs exclusively to each award or program.

Each invoice shall be coded with the appropriate account number reflecting which program received direct benefit from the expenditure. Invoices are approved by the Chief Executive Officer and reviewed by the Director of Finance.

Equipment purchased for exclusive use on a federal award and reimbursed by a federal agency shall be accounted for as a direct cost of that award (i.e., such equipment shall not be capitalized and depreciated for grant purposes, but will be capitalized and depreciated at year-end for financial statement purposes).

Attachment Q: Cash Management Policy

(Approved by Executive Committee – June 29, 2016 with Fiscal & Accounting Policies and Procedures Manual)

Cash Management

The Director of Finance monitors cash flow needs on a weekly basis to eliminate idle funds and to ensure that payment obligations can be met. Cash transfers between accounts are performed on an as-needed basis.

WDBSCW adheres to the requirements of its grants which prohibit loaning funds between programs; therefore, cash management and reporting is performed at the program level as well as for the Organization as a whole.

Billing and Financial Reporting

WDBSCW strives to provide management, staff, and funding sources with timely and accurate financial reports applicable to awards.

WDBSCW shall prepare and submit financial reports as specified by the financial reporting clause of each grant or contract award document. Preparation of these reports shall be the responsibility of Director of Finance, subject to review and approval by Chief Executive Officer.

The following policies shall apply to the preparation and submission of billings to federal and state agencies under awards made to WDBSCW:

1. The Organization will request reimbursement after expenditures have been incurred, unless an award specifies another method.
2. WDBSCW will strive to minimize the time between receipt and disbursement of grant funds by issuing payments within 24 business hours of receipt of such funds or as close as administratively feasible in accordance with 2 CFR Part 200.305(b)(1).
3. Each award normally specifies a particular billing cycle. Therefore, a schedule is established for each grant and contract to ensure that reimbursement is made on a timely basis along with any other reporting that is required in addition to the financial reports.
4. Requests for reimbursement of award expenditures will use the actual amounts as submitted by subcontractors and posted to the general ledger as the source for all requested amounts.
5. All financial reports required by each award will be prepared and filed on a timely basis. To the extent WDBSCW's year-end audit results in adjustments to amounts previously reported to agencies, revised reports shall be prepared and filed in accordance with the terms of each award.

WDBSCW shall maintain separate subcontractor analysis records in addition to the official general ledger accounting records. The subcontractor analysis shall be reconciled to the general ledger on a quarterly basis.

If a federal award authorizes the payment of cash advances to WDBSCW, the Director of Finance may require that a request for such an advance be made. Upon receipt of a cash advance from a federal agency, WDBSCW shall reflect a liability equal to the advance. As part of the monthly closeout and invoicing process, the liability shall be reduced, and revenue recognized, in an amount equal to the allowable costs incurred for that period.

Attachment R: Fee for Services Policy

(Approved by Executive Committee – June 29, 2016 with Fiscal & Accounting Policies and Procedures Manual)

Revenue Recognition Policies

WDBSCW receives revenue from several types of transactions. Revenue from each of these types of transactions is recognized in the financial statements in the following manner:

1. **Grant income** – Monthly accrual based on incurrence of allowable costs (for cost-reimbursement awards) or based on other terms of the award (for fixed price, unit-of-service, and other types of awards).
2. **In-Kind Contributions or Non-Federal Share** – Recognized as income when received.
3. **Program Income** – Defined as gross income generated by a supported activity or earned as a result of an award, and is recognized as a reduction in expenditures in the period in which it is received.
4. **Nongovernmental Cash Contributions** – Recognized as income when received, unless accompanied by restrictions or conditions.
5. **Fee-for-Service Income** – Recognized as income when services are rendered unless collection of amounts due is in question. In this case, revenue is recognized when payments are received.
6. **Interest income** – monthly accrual based on when it was earned.

Immaterial categories of revenue may be recorded on the cash basis of accounting (i.e., recorded as revenue when received) as deemed appropriate by the Director of Finance.

Attachment S: Procurement Policy

(Approved by Executive Committee – June 29, 2016 with Fiscal & Accounting Policies and Procedures Manual)

PURCHASING POLICIES AND PROCEDURES

Overview

THE POLICIES DESCRIBED IN THIS SECTION APPLY TO ALL PURCHASES MADE BY WDBSCW.

WDBSCW requires the practice of ethical, responsible, and reasonable procedures related to purchasing, agreements and contracts, and related forms of commitment. The policies in this section describe the principles and procedures that all staff shall adhere to in the completion of their designated responsibilities. The Fiscal Assistant will check purchases for necessary paperwork from funding sources or for purchase orders. The Director of Finance will monitor purchases to test for compliance with funding source rules and these procedures. The Chief Executive Officer will enforce purchasing procedures as established.

The goal of these procurement policies is to ensure that materials and services are obtained in an effective manner and in compliance with the provisions of applicable statutes and grant requirements.

Responsibility for Purchasing

Purchase requisitions may be generated by anyone in the office. The Chief Executive Officer or other designee of the Chief Executive Officer has approval authority over all purchases and contractual commitments, and shall make the final determination on any proposed purchases where budgetary or other conditions may result in denial.

Code of Conduct in Purchasing (2 CFR Part 200.318 (c)(1))

Ethical conduct in managing the Organization's purchasing activities is absolutely essential. Staff must always be mindful that they represent the Board of Directors and share a professional trust with other staff and the general membership.

- Staff shall discourage the offer of, and decline, individual gifts or gratuities of value in any way that might influence the purchase of supplies, equipment, and/or services.
- Staff shall notify their immediate supervisor if they are offered such gifts.
- No officer, board member, employee, or agent shall participate in the selection or administration of a contractor if a real or apparent conflict of interest would be involved. Such a conflict would arise if an officer, board member, employee or agent, or any member of his or her immediate family, his or her spouse or partner, or an organization that employs or is about to employ any of the parties indicated herein, has a financial or other interest in the contractor selected.
- Officers, board members, employees, and agents shall neither solicit nor accept gratuities, favors, or anything of monetary value from vendors or parties to sub-agreements.
- Unsolicited gifts with a value of \$25 or less may be accepted with the approval of the Chief Executive Officer.

Competition (2 CFR Part 200.319)

In order to promote open and full competition, purchasers will:

- Be alert to any internal potential conflicts of interest.
- Be alert to any noncompetitive practices among contractors that may restrict, eliminate, or restrain trade.
- Not permit contractors who develop specifications, requirements, or proposals to bid on such procurements.
- Award contracts to bidders whose product or service is most advantageous in terms of price, quality, and other factors.
- Issue solicitations that clearly set forth all requirements to be evaluated.
- Reserve the right to reject any and all bids when it is in the Organization's best interest.
- Not give preference to state or local geographical areas unless such preference is mandated by Federal statute. (200.319(b))
- "Name brand or equivalent" description may be used as a means to define the performance or requirements (200.319(c)(1))

Nondiscrimination Policy

All contractors who are the recipients of Organization funds or who propose to perform any work or furnish any goods under agreements with WDBSCW, shall agree to these important principles:

1. Contractors will not discriminate against any employee or applicant for employment because of race, religion, color, sexual orientation, or national origin, except where religion, sex, or national origin is a bona fide occupational qualification reasonably necessary to the normal operation of the contractors.
2. Contractors agree to post in conspicuous places, available to employees and applicants for employment, notices setting forth the provisions of this nondiscrimination clause. Notices, advertisements, and solicitations placed in accordance with federal law, rule, or regulation shall be deemed sufficient for meeting the intent of this section.

Procurement Procedures

The following are WDBSCW's procurement procedures:

1. WDBSCW shall avoid purchasing items that are not necessary or duplicative for the performance of the activities required by a federal award. (2 CFR Part 200.318(d))
2. Where appropriate, an analysis shall be made of lease and purchase alternatives to determine which would be the most economical and practical procurement. (2 CFR Part 200.318(d)). This analysis should only be made when both lease and purchase alternatives are available to the program.
3. Purchasers are encouraged to enter into state and local inter-governmental or inter-entity agreements where appropriate for procurement of use of common or shared goods and services. (2 CFR Part 200.318(e))
4. Purchasers are encouraged to use Federal excess and surplus property in lieu of purchasing new equipment and property whenever such use is feasible and reduces project costs. (2 CFR Part 200.318(f))
5. Documentation of the cost and price analysis associated with each procurement decision in excess of the simplified acquisition threshold (\$150,000) shall be retained in the procurement files pertaining to each federal award. (2 CFR Part 200.323)

6. All pre-qualified lists of persons, firms or products which are used in acquiring goods and services must be current and include enough qualified sources to ensure maximum open and full competition. (2 CFR Part 200.319(d))
7. WDBSCW will maintain records sufficient to detail the history of procurement, including: (2 CFR Part 200.318(i))
 - a. Rationale for the method of procurement;
 - b. Selection of contract type;
 - c. Contractor selection or rejection; and
 - d. The basis for the contract price.
8. WDBSCW shall make all procurement files available for inspection upon request by an awarding agency.
9. WDBSCW shall not utilize the cost-plus-a-percentage-of-costs method of contracting. (2 CFR Part 200.323(d))

All staff members with the authority to approve purchases will receive a copy of and be familiar with 2 CFR Part 200.400 – 475, Cost Principles.

Authorizations and Purchasing Limits

All completed purchase orders must be signed by the preparer and approved by the Chief Executive Officer or a designee of the Chief Executive Officer. The following table lists required approval levels and solicitation processes:

Amount of Purchase	Required Approvals	Required Solicitation	Required Documentation
< \$3,500 Micro Purchases	<ul style="list-style-type: none"> • CEO • Dir. of Finance 	Evidence of solicitation not required but purchases should be distributed equitably among qualified suppliers	<ul style="list-style-type: none"> • Receipt approved • Purchase order if requested by CEO or Dir. Of Finance or if required by contractor
\$3,500 ≤ \$150,000 (Simplified Acquisition Threshold) Small Purchases	<ul style="list-style-type: none"> • CEO 	3 written bids (catalogue, Internet, written)	<ul style="list-style-type: none"> • Purchase Order • Documentation of bids received • How decision was made
> \$150,000	<ul style="list-style-type: none"> • CEO • Dir. of Finance • Executive Committee 	3 written bids (Request for Bids or Request for Proposals)	<ul style="list-style-type: none"> • Copy of RFB or RFP • Proposal scoring grids including who participated in the scoring • Proposal and contract of winning bidder

The Chief Executive Officer is authorized to enter into any contract on behalf of WDBSCW. Contracts of \$5,000 or less must be reviewed and approved by the Director of Operations and the Director of Finance, but do not require approval from the Chief Executive Officer. These policies shall also apply to renewals of existing contracts.

Use of Purchase Orders

A properly completed purchase order shall be required for each purchase made that the Director of Finance or Chief Executive Officer requests a purchase order for and for any purchase of \$3,500.00 or more, with the exception of travel advances and expense reimbursements, which require the preparation of a separate form. A properly completed purchase order shall contain the following information, at a minimum:

1. Specifications or statement of services or product required
2. Contractor name
3. Source of funding (if applicable)
4. Special conditions (if applicable)
5. Net price per unit
6. Total amount of order
7. Authorized signature
8. Date purchase order was prepared

Purchase orders shall be pre-numbered, kept in a secure area in the Accounting Department, and issued upon request from an authorized purchaser.

Required Solicitation of Quotations from Contractors

Solicitations for goods and services (requests for proposals or RFPs) should provide for all of the following:

1. A clear and accurate description of the technical requirements for the material, product, or service to be procured. Descriptions shall not contain features which unduly restrict competition. *(2 CFR Part 200.319(c)(1))*
2. Requirements which the bidder/offeror must fulfill and all other factors to be used in evaluating bids or proposals. (See the next section entitled "Evaluation of Alternative Contractors" for required criteria.) *(2 CFR Part 200.319(c)(2))*
3. Technical requirements in terms of functions to be performed or performance required, including the range of acceptable characteristics or minimum acceptable standards. *(2 CFR Part 200.319(c)(1))*
4. The specific features of "brand name or equal" descriptions that bidders are required to meet when appropriate. *(2 CFR Part 200.319(c)(1))*
5. A description of the format, if any, in which proposals must be submitted, including the name of the person to whom proposals should be sent.
6. The date by which proposals are due.
7. Required delivery or performance dates/schedules.
8. Clear indications of the quantity(ies) requested and unit(s) of measure.

Extension of Due Dates and Receipt of Late Proposals

Solicitations should provide for sufficient time to permit the preparation and submission of offers before the specified due date. However, an extension may be granted if a prospective offeror so requests.

Contractor proposals are considered late if received after the due date and time specified in the solicitation. Late proposals shall be so marked on the outside of the envelope and retained, unopened, in the procurement folder. Contractors that submit late proposals shall be sent a letter notifying them that their proposal was late and could not be considered for award.

Evaluation of Alternative Contractors

Contractors shall be evaluated by a Review Committee that considers some or all of the following criteria as appropriate for the purchase:

1. Adequacy of the proposed methodology
2. Skill and experience of key personnel
3. Demonstrated experience
4. Other technical specifications designated in the proposal
5. Compliance with administrative requirements of the request for proposal (format, due date, etc.)
6. Contractor's financial stability
7. Contractor's demonstrated commitment to the nonprofit sector
8. Results of communications with references supplied by contractor
9. Ability/commitment to meeting time deadlines
10. Cost
11. Minority- or women-owned business status of vendor
12. Other criteria (to be specified in the proposal)

Not all of the preceding criteria may apply in each purchasing scenario. However, the department responsible for the purchase shall establish the relative importance of the appropriate criteria prior to requesting proposals and shall evaluate each proposal on the basis of the criteria and weighting that have been determined.

After a contractor has been selected and approved by the Review Committee, the final selection shall be approved by others according to WDBSCW's purchasing approval policies. Affirmative Consideration of Minority, Small Business, Women-Owned Businesses, and Labor Surplus Area Firms
(2 CFR Part 200.321)

Positive efforts shall be made by WDBSCW to utilize small businesses, minority-owned firms, women's business enterprises, and labor surplus area firms whenever possible. Therefore, the following steps shall be taken:

1. Ensure that small business, minority-owned firms, women's business enterprises, and labor surplus area firms are used to the fullest extent practicable. (2 CFR Part 200.321)
2. Make information on forthcoming opportunities available and arrange time frames for purchases and contracts to encourage and facilitate participation by small business, minority-owned firms, women's business enterprises and labor surplus area firms. (2 CFR Part 200.321(b)(4))
3. Consider in the contract process whether firms competing for larger contracts tend to subcontract with small businesses, minority-owned firms, and women's business enterprises. (2 CFR Part 200.321(b)(6))
4. Encourage contracting with consortiums of small businesses, minority-owned firms, women's business enterprises, and labor surplus area firms when a contract is too large for one of these firms to handle individually. (2 CFR Part 200.321(b)(3))
5. Use the services and assistance, as appropriate, of such organizations as the Small Business Administration and the Department of Commerce's Minority Business Development Agency in the minority-owned firms and women's business enterprises. (2 CFR Part 200.321(b)(5))

Availability of Procurement Records (2 CFR Part 200.324(b))

WDBSCW shall, on request, make available for the awarding agency, pre-award review and procurement documents, such as requests for proposals, when any of the following conditions apply:

- The process does not comply with the procurement standards in 2 CFR Part 200. (2 *CFR Part 200.324(b)(1)*)
- The procurement is expected to exceed the federally-defined simplified acquisition threshold (\$150,000) and is to be awarded without competition or only one bid is received. (2 *CFR Part 200.324(b)(2)*)
- The procurement exceeds the simplified acquisition threshold and specifies a "name brand" product. (2 *CFR Part 200.324(b)(3)*)
- The proposed award exceeds the federally-defined simplified acquisition threshold and is to be awarded to other than the apparent low bidder under a sealed-bid procurement. (2 *CFR Part 200.324(b)(4)*)
- A proposed contract modification changes the scope of a contract or increases the contract amount by more than the amount of the federally-defined simplified acquisition threshold. (2 *CFR Part 200.324(b)(5)*)

Provisions Included in All Contracts (2 CFR Part 200 Appendix II)

WDBSCW includes all of the following provisions, as applicable, in all contracts charged to federal awards (including small purchases) with contractors and subgrants to grantees:

1. **Contracts** for more than the simplified acquisition threshold currently set at \$150,000, which is the inflation adjusted amount determined by the Civilian Agency Acquisition Council and the Defense Acquisition Regulations Council (Councils) as authorized by 41 U.S.C. 1908, must address administrative, contractual, or legal remedies in instances where contractors violate or breach contract terms, and provide for such sanctions and penalties as appropriate.
2. All contracts in excess of \$10,000 must address termination for cause and for convenience by the non-Federal entity including the manner by which it will be effected and the basis for settlement.
3. **Equal Employment Opportunity:** All contracts shall contain a provision requiring compliance with E.O. 11246, "Equal Employment Opportunity," as amended by E.O. 11375, "Amending Executive Order 11246 Relating to Equal Employment Opportunity," and as supplemented by regulations at 41 CFR Part 60, "Office of Federal Contract Compliance Programs, Equal Employment Opportunity, Department of Labor."
4. **Davis-Bacon Act, as amended (40 U.S.C. 276a to a-7):** When required by Federal program legislation, all construction contracts of more than \$2,000 awarded by WDBSCW and its subrecipients shall include a provision for compliance with the Davis-Bacon Act (40 U.S.C. 276a to a-7) and as supplemented by Department of Labor regulations (29 CFR part 5, "Labor Standards Provisions Applicable to Contracts Governing Federally Financed and Assisted Construction").
5. **Contract Work Hours and Safety Standards Act (40 U.S.C. 327-333):** Where applicable All contracts awarded by WDBSCW in excess of \$2,000 for construction contracts and in excess of \$2,500 for other contracts that involve the employment of mechanics or laborers shall include a provision for compliance with Sections 102 and

107 of the Contract Works Hours and Safety Standards Act (40 U.S.C. 327-333), as supplemented by Department of Labor regulations (29 CFR part 5).

6. **Rights to Inventions Made Under a Contract or Agreement:** Contracts or agreements for the performance of experimental, developmental or research work shall provide for the rights of the Federal Government and the recipient in any resulting invention in accordance with 37 CFR Part 401, "Rights to Inventions Made by Nonprofit Organization and Small Business Firms Under Government Grants, Contracts and Cooperative Agreements," and any implementing regulations issued by the award agency.
7. **Clean Air Act (42 U.S.C. 7401 et seq.) and the Federal Water Pollution Control Act (33 U.S.C. 1251 et seq.), as amended:** Contracts and subgrants of amounts in excess of \$100,000 shall contain a provision that requires the recipient to agree to comply with all applicable standards, orders, or regulations issued pursuant to the Clean Air Act (42 U.S.C. 7401 et seq.) and the Federal Water Pollution Control Act, as amended (33 U.S.C. 1251 et seq.). Violations shall be reported to the federal awarding agency and the Regional Office of the Environmental Protection Agency (EPA).
8. **Mandatory** standards and policies relating to energy efficiency which are contained in the state energy conservation plan issued in compliance with the Energy Policy and Conservation Act (42 U.S.C. 6201).
9. **Byrd Anti-Lobbying Amendment (31 U.S.C. 1352):** For all contracts or subgrants of \$100,000 or more, WDBSCW shall obtain from the contractor or subgrantee a certification that it will not and has not used federal appropriated funds to pay any person or organization for influencing or attempting to influence an officer or employee of any agency, a member of Congress, officer or employee of Congress, or an employee of a member of Congress in connection with obtaining any federal contract, grant, or any other award covered by 31 U.S.C. 1352.
10. **Debarment and Suspension (E.O.s 12549 and 12689):** No contract shall be made to the parties listed on the General Services List of Parties Excluded from Federal Procurement or Nonprocurement Programs in accordance with E.O.'s 12549 and 12689, "Debarment and Suspension."

Special Purchasing Conditions

Emergencies:

Where equipment, materials, parts, and/or services are needed, quotations will not be necessary if the health, welfare, safety, etc., of staff and protection of Organization property is involved. The reasons for such purchases will be documented in the procurement file.

Single Distributor/Source:

Sole source purchases contractors may be made when one or more of the following conditions apply:

- The item or service is only available from one source;
- The situation is an emergency and will not permit a delay resulting from competitive solicitation;
- The awarding agency expressly authorizes noncompetitive proposals in response to a written request; or
- After solicitation, competition is deemed inadequate (insufficient bidders).

Right to Audit Clause

WDBSCW requires a "Right to Audit" clause in all contracts between the Organizations and contractors that either:

1. Take any form of temporary possession of assets directed for the Organization, or
2. Process data that will be used in any financial function of the Organization.

This Right to Audit clause shall permit access to and review of all documentation and processes relating to the contractor's operations that apply to WDBSCW, as well as all documents maintained or processed on behalf of WDBSCW, for a period of three years. The clause shall state that such audit procedures may be performed by WDBSCW employees or any outside auditor or contractor designated by the Organization.

Contractor Files and Required Documentation

The Accounting Department shall create a contractor folder for each new contractor from whom WDBSCW purchases goods or services.

The Accounting Department shall send by mail or email, a blank Form W-9 to new contractor and request that the contractor complete and sign the W-9. Completed, signed Forms W-9 documentation shall be filed in each contractor's folder.

Procurement Grievance Procedures

Any bidder may file a grievance with WDBSCW following a competitive bidding process. Once a selection is made, bidders must be notified in writing of the results. The written communication mailed to bidders must also inform them that they may have a right to appeal the decision. Information on the organization's appeal procedures must be made available to all prospective contractors or subgrantees upon request, including the name and address of a contact person, and a deadline for filing the grievance. Grievances are limited to violations of federal laws or regulations, or failure of the Organization to follow its own procurement policies.

Contract Administration

WDBSCW is required to have policies and procedures on contract administration (*2 CFR Part 200.318(b)*). Therefore, all contract managers will adhere to the following procedures.

1. Contract administration files shall be maintained:
 - a. For each contract a separate file shall be maintained.
 - b. For contracts miscellaneous training contracts, records may be combined in a single file by grant or other funding source.
2. Contract administration files shall contain:
 - a. The required documentation specified in the authorizations and purchasing limits table for the original scope of work and for all amendments.
 - b. Where the contract work is identified in the grant award or budget, the identification and scope of the work contained in the award or budget, and all approved changes.
3. Authorization of work:

- a. No work shall be authorized until the contract for the work has been approved and fully executed.
 - b. No change in the work shall be authorized until an amendment to the contract for the work has been approved and fully executed, except as permitted for Special Purchasing Conditions.
 - c. No amendment of a contract for work shall be executed until it has been approved and authorized as required in the Authorizations and Purchasing Limits table and, where required by the terms of the grant award or budget, approval by the funding source.
- 4. Conformance of work:
 - a. For each grant award, based on the applicable laws, regulations and grant provisions, the Deputy Director shall establish and maintain a system to reasonably assure contractor:
 - i. Conformance with the terms, conditions, and specifications of the contract, and
 - ii. Timely follow-up of all purchases to assure such conformance and adequate documentation.
- 5. The Chief Executive Officer will authorize payment of invoices to contracts after final approval of work products.

SECTION 1: INTRODUCTORY

WELCOME STATEMENT

Whether you have just joined our staff or have been at the Workforce Development Board of South Central Wisconsin for a while, we are confident that you will find this a dynamic and rewarding place in which to work, and we look forward to a productive and successful association. We consider our employees to be one of our most valuable resources. These policies/procedures have been written to serve as a guide for the employer/employee relationship.

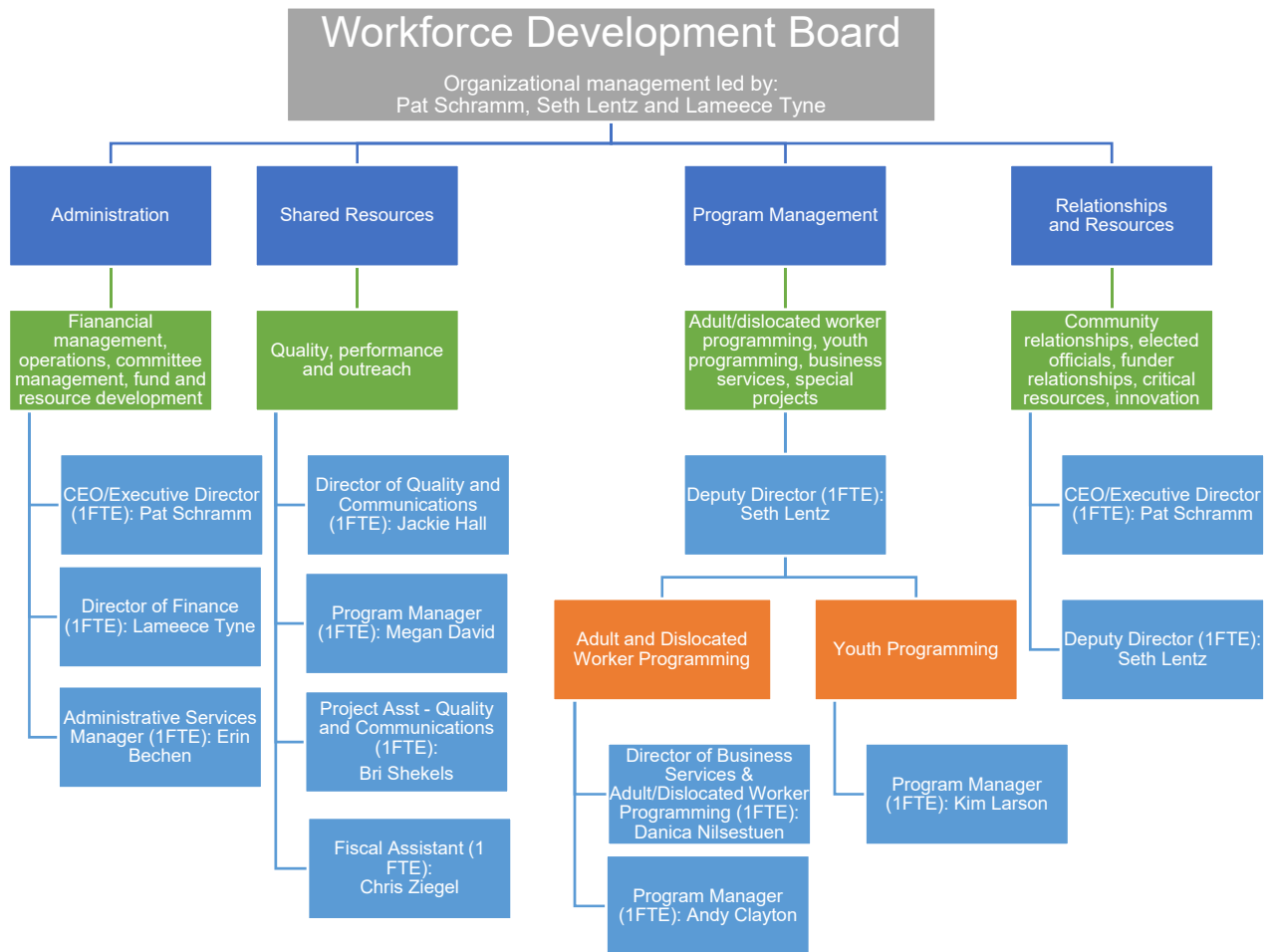
INTRODUCTION

Organization

The Workforce Development Board of South Central Wisconsin, Inc., hereafter referenced as the WDBSCW, is a private not-for-profit, 501(c)3 tax-exempt organization legally operating in the State of Wisconsin. The WDBSCW is authorized under the Workforce Innovation and Opportunity Act Public Law 113-128.

The WDBSCW is a public/private partnership between government and business which plans, administers, and coordinates business development, training, and employment programs for youth and adults in the Wisconsin counties of Columbia, Dane, Dodge, Jefferson, Marquette, and Sauk. The WDBSCW creates and manages a focused education, training, and employment system, which involves local educators, program operators, area employers, job seekers, and employees.

ORGANIZATIONAL CHART



HISTORY

The Workforce Development Board has evolved through four incarnations. August of 1983 saw the creation of the Dane County Private Industry Council, Inc. The Private Industry Council was created under the authority of the Federal Job Training Partnership Act (JTPA) of 1983. This entity served Dane County only. In 1997, the State of Wisconsin initiated a consolidation of the existing 17 Private Industry Councils in Wisconsin. As a result of this consolidation effort, the Wisconsin counties of Columbia, Dane, Dodge, Jefferson, Marquette, and Sauk came under the organization of the Dane County Private Industry Council. It was renamed as the Private Industry Council of South Central Wisconsin, Inc. In 1998, the Job Training Partnership Act expired. The Workforce Investment Act (WIA) of 1998 replaced the Job Training Partnership Act. WIA authorized the current local Workforce Investment or Development Boards. To accommodate the new requirements of WIA, the South Central Wisconsin Private Industry Council changed its name in 1999 to the Workforce Development Board of South Central Wisconsin, Inc. Board membership was expanded to conform to the requirements of the WIA. Throughout the name and Federal/State legislation changes, the organization has retained a consistent focus of its mission. The only significant change has been the evolution from serving a single county to serving the workforce development needs of a six-county region. The organizational Bylaws were amended in May 2016 to transition to the Workforce Innovation and Opportunity Act (WIOA).

MISSION/VISION STATEMENT

Our vision is to build public and private partnerships that support innovation and excellence in workforce development by maximizing access, alignment and accountability to build a talent pipeline for companies and workers.

Principles: We dedicate time, talent and financial resources on:

Collaboration

Facilitate the bringing together of leaders from diverse sectors who are dedicated to developing collaborative partnerships and solutions to maximize resources and produce mutually beneficial outcomes.

Flexibility

Assure that the workforce development system is able to anticipate, adapt and respond creatively to economic growth and downturns.

Innovation and Improvement

Utilize continuous improvement methods to discover and create more effective processes, technologies, and ideas/strategies that will benefit job seekers, partners, businesses and the region's communities.

Regionalism

Continue to grow and strengthen the regional economy by promoting workforce opportunities to employees that respond to local business needs and maintains equitable access to and utilization of resources.

Customer Focus

Creating one talent development system with a "no wrong door" approach, anchored by One-Stop services that result in developing a highly qualified workforce focusing on employer and employee needs and aligns resources accordingly.

Fiscal Responsibility

Maintain fiscal integrity and accountability.

Valuing people

Recognize people as our region's greatest asset and maintain a focus on the engagement of diverse, underrepresented and barriered workers including priority of service categories of veterans and individuals with disabilities.

Performance Accountability

Utilize performance data, labor market data and industry research to determine workforce skill needs and guide the delivery of quality workforce system services.

GOALS

1. Deliver a results-driven talent development system providing the opportunity for the Region's job seekers, workers and businesses to sustain economic viability and self-sufficiency.

2. Assure that the talent development system can respond to:
 - Changes in industry and sectors, as well as the skills, knowledge and work ability needs of employers
 - The needs of workers and job seekers, assisting with acquiring new skills and overcoming barriers
 - Support alignment of activities with education and regional economic strategies that will aid in providing access to self-sufficiency
3. Assure that the one-stop delivery system shall provide a "one stop" at which any employer, worker or job seeker may enter into the talent development system with aligned resources and programs.
4. Assure that programmatic and evaluation results provide partners and elected officials with data to ensure continuous improvement of system activity.
5. Continue to develop an effective Board that values partnership, enables workforce development and creates positive economic change.

EMPLOYMENT PHILOSOPHY

The Personnel Policies & Procedures are based on the belief that the Organization's success is primarily dependent upon the employees. Employees can expect the Organization to:

- Live and promote the mission, vision, and values through all the Organization does.
- Recognize employees as an important part of the Organization's team.
- Review employees' performance annually.
- Maintain competitive wages and benefits for the marketplace and industry.
- Provide a safe, efficient, and pleasant workplace.
- Encourage employees to expand their knowledge and value to the Organization through educational and professional development opportunities.
- Establish and maintain a truly "open door" communications environment.
- Encourage high-quality service to clients.

EMPLOYMENT EXPECTATIONS

Because the Workforce Development Board of South Central Wisconsin is service-oriented, employees need to be committed to the Board's mission, vision, and values. Employees are expected to use the following code of behavior.

1. **Strategic Thinking:** Acts with the future in mind. Plans and make decisions within the framework of the organization's strategic intent. Knows and understands the factors influencing strategy (e.g., core competence, customers, competition, and the organizations current strengths and limitations.) Considers future impact when weighing decisions. Constantly thinks in terms of expanding the collaborations with partners, always looking for new ways to grow and achieve excellence in service to our customers
2. **Integrity:** Thinks and acts ethically and honestly. Applies ethical standards of behavior to daily work activities. Takes responsibility for actions and fosters a work environment where integrity is rewarded. There is consistency between what he/she says and what he/she does.

3. **Communicativeness:** Recognizes the essential value of continuous information exchange and the insights that it brings to strategic thinking. Actively seeks information from a variety of sources and disseminates it in a variety of ways. Uses modern technologies to access and circulate information, even across great distances. Takes responsibility for ensuring that their people have the current and accurate information needed for success.
4. **Mission Focus:** Understands and supports the organization's mission – its core purpose for being. Believes in the mission, values it, and is committed to it. Communicates the mission to staff, stands behind it, and interprets its applications for others. Frequently refers to the mission and incorporates it into daily activities. Evaluates plans and actions in light of the mission.
5. **Initiative:** Proactively takes action without being prompted. Does not wait to be told what to do or when to do it. Sees a need, takes responsibility, and acts on it. Makes things happen.
6. **Relationship Building:** Understands that the primary factor in success is establishing and maintaining productive relationships. Likes interacting with people and is good at it. Devotes appropriate time and energy to establishing and maintaining networks. Initiates contacts readily and maintains them over time. Utilizes relationships to facilitate initiatives
7. **Diplomacy:** Works well within the organization's power network and within the external environment. Is perceptive to social cues in the environment and recognizes personal agendas. Skilled at handling situations without arousing hostility, and is able to navigate the internal and external political waters of the organization. Forges coalitions and know how to stay viable within the system
8. **Business Thinking:** Can view the organization as a series of integrated and interlocking business processes. Understand the general business concepts that govern these systems and their interfaces. Creates and/or realigns these systems in response to changing business needs. Understands that a change in one process can have a dramatic and unintended impact across the entire organization. Is adept at using these interdependencies to synergistic advantage.

PURPOSE/POLICY

The Workforce Development Board of South Central Wisconsin (WDBSCW) Personnel Policy and Procedure Manual ("Manual") provides staff members with an understanding and approach to administering personnel, payroll, and human resource department policies and procedures. Staff should familiarize themselves with its contents, as it will answer many questions concerning human resources policies and procedures at the WDBSCW.

The Board of Directors and Organization leadership believes that we accomplish the vision and mission of the WDBSCW together (see Mission and Vision Statement). Because of this we believe that full transparency about Human Resources practices and supervision is important.

This Manual covers many of the situations that will affect employees' day to day work life in the organization, but not all. This manual is not an employment contract and does not create contractual obligations, nor is it a contract guaranteeing employment for any specific duration; either the employee or the Organization may terminate this relationship at any time, for any reason. No oral statements by supervisors or management can create a contract or modify their status as an employee-at-will. As an employee-at-will, an employee may quit at any time, with or without notice. The Organization has the same right to terminate employment. .

Please contact your supervisor or the Executive Director/CEO for specific questions and concerns or suggestions for the Manual.

PROCEDURE

1. The Manual will be distributed to the staff.
2. The Manual applies to employees of WDBSCW.
3. In response to updated regulations, laws, personnel, payroll, and human resources best practices, the Manual is subject to change at any time.
4. Written authorization from the Board of Directors is required prior to changing/updating any policies within the Manual.
5. Updates will be brought to the immediate attention of the appropriate employees through any of the following means:
 - a. Meeting
 - b. Posting of the change(s) on the employee bulletin board or organization website
 - c. Memorandum or e-mail
 - d. Amendments to the documents themselves

OPEN DOOR POLICY

Effective Date: **July 1, 2016**

PURPOSE/POLICY

WDBSCW is committed to promoting and practicing an “open door” attitude among all of the employees to discuss differences of opinions and/or problems that may arise.

PROCEDURE

1. Problems or concerns should be discussed as soon as the issue or problem arises. If an employee is uncomfortable talking to his/her supervisor about the problem or the concern remains unresolved, he/she may approach the Director of Finance for guidance. If, after speaking with the supervisor and Director of Finance, the matter remains unresolved, the employee may seek progressive levels of involvement and discussions, in the specific order presented, with Executive Director/CEO.
2. If there is a question, concern, or problem related to employment at the WDBSCW, the situation should be discussed directly with Executive Director/CEO. The WDBSCW encourages employee involvement and participation in problem solving.

SECTION 2: EMPLOYMENT POLICIES AND PRACTICES

EMPLOYMENT-AT-WILL

Effective Date: **July 1, 2016**

PURPOSE/POLICY

Employment-at-will impacts employment relationships at the WDBSCW. Employees who do not have a written employment agreement or operate under a collective bargaining agreement are employed at the will of the Organization for an indefinite period. Employees may resign from the Organization at any time, for any reason with or without notice. Employees may be terminated by the Organization at any time, for any reason, and with or without notice, and with or without cause.

PROCEDURE

1. No one may modify this policy for any employee or enter any agreement contrary to this policy. No one will make any representation to any employee or applicant concerning any term or condition of employment with the Organization that is not consistent with this policy.
2. No statement contained in the personnel, policies and procedures manual, employee handbook, employment application, recruiting material, or other written materials provided to any employee in connection with his/her employment will be construed as contradicting this policy by creating any express or implied contract of employment.
3. At the time of hiring, each employee will be informed that he/she is employed at the will of the Organization and is subject to termination at any time, for any reason, with or without notice, and with or without cause.
4. Completion of an introductory period will not change an employee's status as an employee-at-will or in any way restrict the Organization's right to terminate an employee.

EQUAL EMPLOYMENT OPPORTUNITY

Effective Date: **July 1, 2016**

PURPOSE/POLICY

The WDBSCW is subject to Federal, State and local anti-discrimination laws. The WDBSCW operates as an Equal Opportunity Employer. Further, the WDBSCW expects each and every employee to show courtesy, professionalism, and prevent legal liability against the WDBSCW and themselves by practicing active non-discrimination and avoid even the perception of any prejudice in all interactions, services, and contacts with co-workers, customers, and the general public.

It is a policy of the WDBSCW not to discriminate on the basis of a person's age, race, religion, disability, marital status, sex, national origin/ancestry, or sexual orientation or any other category protected by Federal Statute or local laws in its business activities or employment practices. All employees are required to have proof of identity and authorization to work. The Organization is committed to providing a work environment free from discrimination.

To ensure compliance with all applicable Federal, State, and local laws, regulations, and ordinances regarding Equal Opportunity and non-discrimination in employment and service delivery, the Deputy Director has been designated as our Equal Opportunity Coordinator for services. Any perceived discrimination issues regarding employment should be discussed with the Executive Director/CEO. The Deputy Director and Executive Director/CEO may be reached during weekdays at (608) 249-9001.

PROCEDURE

1. The Deputy Director is responsible for overseeing the administration of the EEO Policy and may act through Executive Director/CEO as necessary to carry out this policy.
2. The Organization is responsible for ensuring that it does not illegally discriminate, harass, or retaliate in any policy, practice, or procedure on the basis of any non-merit factor as outlined in the federal and state laws and regulations.
3. The Director of Administration will administer the Organization's applicant tracking system and compiling data for required EEOC reports, ensuring the Organization meets all EEOC-related requirements, including confirming appropriate notices are posted on the bulletin boards of the various programs and sites. This information may also be used to ensure that employment-related decisions are made in compliance with federal and state non-discrimination laws and this policy.
4. All employees are responsible for creating and maintaining a work environment free of discrimination and harassment.

5. The WDBSCW is committed, and required by law, to take action if it learns of discrimination, harassment, or retaliation in violation of the Organization's EEO Policy, whether or not the aggrieved employee files a complaint.
6. An employee, applicant, or volunteer will be given the option to file a discrimination, harassment, or retaliation complaint with the Deputy Director. Both parties will be promptly informed at the conclusion of the investigation whether allegations have been found to be founded, unsubstantiated, or unfounded.
7. The Deputy Director is responsible for promptly responding to, reporting, and/or investigating any suspected acts of unlawful discrimination, harassment, and retaliation in violation of the Organization's EEO Policy. The Deputy Director must immediately report suspected unlawful discrimination, harassment, and retaliation the Executive Director/CEO.
8. If for any reason you cannot contact the Deputy Director or wish to speak to an alternative person, contact the Board Chair of the WDBSCW (consult web site at wdbscw.org for current chair name and phone number).

POLITICAL AFFILIATIONS

Effective Date: **July 1, 2016**

PURPOSE/POLICY

Employees of private nonprofit organizations are covered by the Hatch Act only if the statute through which the organization receives its federal funds contains language which states that the organization shall be considered to be a state or local agency for purposes of the Hatch Act, e.g., Headstart and Community Service Block Grant statutes.

The Workforce Development Board and its employees, funded primarily by the Workforce Innovation and Opportunities Act and administered by the U.S. Department of Labor, is included as covered under this Act.

An employee's conduct is also subject to the laws of the state and the regulations of the employing agency. Additionally, employees should be aware that the prohibitions of the Hatch Act are not affected by state or local laws.

PROCEDURE

Permitted Activities

Covered state and local employees **may**

- run for public office in nonpartisan elections
- campaign for and hold office in political clubs and organizations
- actively campaign for candidates for public office in partisan and nonpartisan elections
- contribute money to political organizations and attend political fundraising functions

Prohibited Activities

Covered state and local employees **may not**

- be candidates for public office in a partisan election
- use official authority or influence to interfere with or affect the results of an election or nomination
- directly or indirectly coerce contributions from subordinates in support of a political party or candidate

Penalties for Violating the Hatch Act

If the Merit Protection Board finds that the violation warrants dismissal from employment, the employing agency (Workforce Development Board) must either remove the employee or forfeit a portion of the federal assistance equal to two years salary of the employee. If the Board finds the violation does not warrant the employee's removal, no penalty is imposed.

For additional Hatch Act information: http://www.osc.gov/ha_state.htm#state_do

HARASSMENT

Effective Date: **July 1, 2016**

PURPOSE/POLICY

The WDBSCW is committed to maintaining a work environment that is free from harassment where employees at all levels of the Organization are able to devote their full attention and best efforts to the job. Harassment, either intentional or unintentional, will not be allowed in the workplace. The WDBSCW prohibits and will not tolerate any form of harassment of or by any employee or individual within the Organization (whether managerial or non-managerial) based on race, color, religion, sex, national origin, age, genetic information, disability (physical or mental) unrelated to the ability to perform a job, or any other characteristic protected by federal and state law and/or regulations.

The WDBSCW takes very seriously its commitment to providing a respectful work environment and will not tolerate disrespectful or bullying behavior toward anyone for any reason. We look to all employees to create and maintain a respectful and professional work environment.

PROCEDURE

Sexual Harassment

1. Sexual harassment includes unwelcome sexual advances, requests for sexual favors, and other physical or verbal conduct of a sexual nature when it meets any of the following:
 - a. Submission to such conduct is either explicitly or implicitly made a term or condition of employment.
 - b. Submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting such individual.
 - c. Such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile, or offensive environment for working.
2. Examples of sexual harassment include, but are not limited to:
 - a. Some incidents of physical assault.
 - b. Direct or implied threats that submission to sexual advances will be a condition of employment, work status, or promotion.
 - c. Direct propositions of a sexual nature and/or subtle pressure for sexual activity that is unwanted and unreasonably interferes with a person's work.
 - d. Sexual comments or inappropriate references to gender or physical characteristics.
 - e. Sexually explicit statements, questions, jokes, or anecdotes regardless of the means of communication (oral, written, electronic, etc.).
 - f. Unwanted touching, patting, hugging, brushing against a person's body, or staring.
 - g. Inquiries and comments about sexual activity, experience, or orientation.
 - h. The display of inappropriate sexually oriented materials in a location where others can view them.

Other Harassment

1. All persons involved in the Organization are entitled to work and access services in an atmosphere free of harassment of any kind and disrespectful behavior. Individuals may occasionally make statements or use words, objects, or pictures that others could interpret as being insulting or derogatory toward persons based on characteristics protected by federal and state law or regulation.
2. Such conduct may make a reasonable person uncomfortable in the work environment or could interfere with an employee's ability to perform his/her job or with a client's comfort in accessing services. Comments or actions of this type, even if intended as a joking matter among friends, are always inappropriate in the workplace and will not be tolerated.

Bullying

Disrespectful and bullying behavior toward anyone is unacceptable workplace behavior. Bullying or victimizing another employee is also considered "harassment" under this policy. Bullying is defined as conduct including, but not limited to:

1. Repeated infliction of verbal abuse such as derogatory remarks, insults, or epithets.
2. Verbal or physical conduct that is threatening, intimidating, or humiliating.
3. Sabotage or undermining of an employee's work performance.
4. Exploitation of an employee's psychological or physical vulnerability.

Such conduct will not be tolerated, and all employees are expected to treat other employees with respect and dignity.

Reporting Procedures

1. Any individual, regardless of position, who has a complaint of, or who witnesses, harassment or bullying at work by anyone has a responsibility to immediately bring the matter to Executive Director/CEO's attention. If an employee reports an incident, the Executive Director/CEO is responsible for immediately investigating the alleged incident. If the complaint involves the Executive Director/CEO, the report should be made to the Board Chair of the WDBSCW.
2. The WDBSCW will make every reasonable effort to conduct all proceedings in a manner that will protect the confidentiality of all parties. Parties to the complaint should treat the matter under investigation with discretion and respect for the reputation of all parties involved.
3. Complainants will be asked to provide a written description of their complaint to the Executive Director/CEO.
4. Once a complaint has been accepted for review, an investigation will begin. The investigation may include, but is not limited to, review of written statements from both

parties, witness interviews, obtaining witness declarations, review of documentation, and on-site investigation. Any person conducting an investigation will maintain a written record of all witness interviews, evidence gathered, the outcome of the investigation, and any other appropriate documents. Records of such an investigation will not be maintained in personnel files unless they are part of a formal corrective action.

5. Results of the investigation will be shared with the appropriate people. When there is sufficient evidence to support the complaint, written notification of investigative findings will be sent to the complainant and the respondent.
6. If it is concluded that discrimination, harassment, or retaliation has occurred, a determination will be made as to the appropriate sanctions or corrective action.

AFFIRMATIVE ACTION

Effective Date: **July 1, 2016**

PURPOSE/POLICY

The WDBSCW recruits and hires a diverse workforce and provides equal opportunities to all candidates to better reflect our job market, the people we serve, and to provide better service to our clients.

PROCEDURE

1. When recruiting for open positions, it is the responsibility of the Director of Administration to advertise and recruit in media and markets that offer equal opportunities.
2. The Director of Finance reviews hiring records to ensure a diverse workforce is being maintained.
3. The Director of Finance will be responsible for monitoring and maintaining the affirmative action records.
4. All advertisements will state equal opportunity employer.
5. Advertisements must be approved by the Executive Director/CEO.

FRATERNIZATION

Effective Date: **September 13, 2018**
(Reviewed & Approved at September 13, 2018 Exec. Com Mtg.)

PURPOSE/POLICY

The Workforce Development Board of South Central Wisconsin prohibits the forming of improper relationships between WDBSCW staff and offenders. The WDBSCW follows the Department of Corrections' (DOC) policy as expressed in Executive Directive 16 (ED 16), May 1991 – revised January 1997, further revised August 2004. This policy is designed to eliminate any potential conflict of interest or impairment of the supervision and rehabilitation provided to adult and juvenile offenders, and to provide for the humane and respectful treatment of offenders. ED 16 states that employees may not have relationships with an adult or juvenile offender, or the spouse of an adult or juvenile offender.

See Policy Attachment A – Executive Directive 16

See Policy Attachment B – Fraternization Policy Exception Request

PROCEDURE

1. Employees shall report to their immediate supervisor in writing any present relationships or any relationship being considered which has the potential for violating this policy. The report shall be submitted on the next workday following the employee's awareness of the potential violation.
2. Employees shall report to their immediate supervisor any unanticipated, non-employer directed contacts with the adult or juvenile offender, or the spouse of an adult or juvenile offender. The report shall be submitted on the next workday following the contact. Employees who have unplanned contacts with the persons identified must keep them brief and professional.
3. Employees must notify their supervisors when their own relatives or family members are offenders. The WDBSCW, in accordance with the Department of Corrections and Executive Directive 16, understand that employees might have little control over the criminal conduct of family members. WDBSCW requires the reporting and evaluation of family relationships and contacts to avoid possible conflict of interest for the employee with the WDBSCW's mission and in carrying out his/her duties and responsibilities. Supervisors will review the circumstances surrounding supervision or custody and determine possible conflicts of interest for the WDBSCW and employee. The respective Supervisor will decide the course of action and the employee will be notified in writing of a decision or course of action. The employee will be cautioned about providing special favors or advising the offender on matters of supervision or custody.
4. Employees shall use form DOC-2270A, Fraternization Policy Exception Request, for the purposes of reporting, regardless of whether an exception is being sought. If an employee is seeking an exemption from this policy they must complete form DOC-2270, Fraternization Policy Exemption Request. Exemption requests are to be submitted to the immediate supervisor who shall review the request and submit it with recommendations to the appropriate Department of Corrections contact. The appropriate Department of Corrections contact will review recommendations and either approve or deny the request in writing.

CERTIFICATION AND LICENSE REQUIREMENTS

Effective Date: **July 1, 2016**

PURPOSE/POLICY

1. Where licenses or certifications are required, renewal must be made according to federal and/or state law. It is the employee's responsibility to ensure the licenses and/or certifications are kept current and copies are submitted to the Director of Finance.
2. Failure to keep required licenses and/or certifications current may result in suspension/termination.

PURPOSE/POLICY

General Complaint Form Information

Complaint (Grievance) Processing Procedures for all Federal, State, and Local Workforce Development Programs Administered by the WDBSCW

Procedures for processing complaints of discrimination or criminal fraud, waste, or abuse are **NOT** covered under this policy.

General complaints may be made up to one year after the date of the alleged occurrence. The appropriate resolution process to be followed depends on the nature of the complaint. Complaints involving the proper application of all federal, state, and local workforce development programs, including regulations and policies at the local level, are covered by this policy.

A complaint may be amended or withdrawn at any time prior to a scheduled hearing. Information that could lead to the identification of the person filing the complaint must be kept confidential, to the extent practical. The identity of any person who furnishes information related to, or assisting in, an investigation shall be kept confidential, to the extent possible. An entity receiving financial assistance under any federal or state workforce development program may not discharge, intimidate, retaliate, threaten, coerce, or discriminate against any person because such person files a complaint, opposes a prohibited practice, furnishes information, assists, or participates in any manner in an investigation or hearing.

Attached to this policy is the **General Complaint Form**. This form is used by the WDBSCW as a complaint intake tool. It may be duplicated for the purpose of receiving general complaints. Any alternate form developed must include all information required by the **General Complaint Form**.

Informal resolution prior to the taking of a written complaint is encouraged, but the potential complainant should be encouraged to complete a General Complaint Form **if** he or she is not satisfied with attempts at informal resolution. At the time a written complaint is taken, the complainant should be allowed sufficient time and technical assistance by the Complaint Officer to allow for a complete and clear written explanation to occur. In the event a complainant is unable to write, the Complaint Officer may transcribe his or her words onto the form. Care must be taken not to alter the language of the complainant. When a written complaint is received, it should be reviewed immediately to ensure its completeness. Care should be taken to assure the following information has been provided, especially if the complaint is not received on the official General Complaint Form:

1. Full name, telephone number, and address of the person making the complaint;
2. Full name and address of the respondent; and
3. Statement of the facts (including dates) that constitutes the alleged violation(s).

Complaints Against Local Programs and Policies

A. Who may file

Staff, program applicants, participants, service providers, recipients, and other interested parties, may file a complaint alleging a violation of local programs, agreements, or local Workforce Development Board policies and activities.

B. Time and place for filing

Local program complaints must be filed with the WDBSCW within one year from the date of the event or condition alleged to be a violation of the rules and regulations of all programs administered by the WDBSCW.

C. Procedure to be Followed

WDBSCW subcontractors must have procedures in place to process complaints relating to the terms and conditions of the participant's service(s). WDBSCW subcontractors may elect to operate their own complaint procedures, or utilize the system established by the WDBSCW.

Step 1 – Initial Review

The WDBSCW will receive the complaint from the complainant, or the complainant's designated representative. All complaints will be logged. If the complaint alleges a violation of any statute, regulation, policy, or program that is not governed by a WDBSCW grant funded program, the complaint will be referred to the appropriate organization for resolution. Notice of the referral will be sent to the complainant. If the complaint is retained, a complaint file should be established that contains: (1) application and enrollment forms, (2) a completed General Complaint Form or the complainant's written statement, (3) a chronological log of events, (4) relevant correspondence, and (5) a record of the attempted informal resolution.

Step 2 – Informal Resolution

An attempt should be made to informally resolve the complaint to the satisfaction of all parties. The informal resolution process must be completed within 10 days from the date the complaint is filed. If all parties are satisfied, the complaint is considered resolved and the terms and conditions of the resolution must be documented in the complaint file. The informal resolution should begin at the most basic level of origin.

Step 3 – Formal Resolution

When an informal resolution is not possible, the complainant will forward the complaint and a copy of the file to the WDBSCW's Complaint Officer. The WDBSCW's Complaint Officer will review the complaint file, investigate further if necessary, and issue a determination within 20 days from the date the complaint was filed. If an appeal of the determination is not requested, the complaint is considered resolved and the complaint file should be documented accordingly. Any party dissatisfied with the determination may request a hearing within 14 days of the date of the determination. The WDBSCW's Complaint Officer will schedule the hearing and forward the complaint to the WDBSCW's Executive Committee for resolution. The WDBSCW will monitor the processing of the complaint.

Step 4 – Hearing

The WDBSCW's Executive Committee will ensure the complaint receives fair and impartial treatment. The Executive Committee will schedule a formal hearing and mail a written notice to the complainant, the respondent, and any other interested party at least seven days prior to the hearing. The notice will include the date, time, and place of the hearing. The hearing must be conducted within 45 days from the date the complaint was filed. Parties may present witnesses and documentary evidence and question others who present evidence and witnesses. The

complainant may request that records and documents be produced. An attorney, or another designated representative, may represent the parties. All testimony will be taken under oath or affirmation. The hearing will be recorded either in writing or by audio tape. The WDBSCW's Executive Committee's recommended resolution will include a summary of factual evidence presented during the hearing and the conclusions upon which the recommendation is based.

Step 5 – Final Decision

The WDBSCW's Executive Committee will review the recommendations and issue a Final Decision within 60 days from the date the complaint was filed.

Step 6 – Appeal

Any party dissatisfied with the Final Decision, or any party who has not received either a Final Decision or a resolution within 60 days from the date the complaint was filed, may request an appeal. The appeal must be received by the Wisconsin Department of Workforce Development (DWD) within 90 days from the date the complaint was filed at the following address:

**State of Wisconsin
Department of Workforce Development
Division of Workforce Solutions
P.O. Box 7972
Madison, WI 53707-7972**

The Wisconsin Department of Workforce Development (DWD) will review the complaint file, the hearing record, and all applicable documents and issue a final decision on the appeal within 30 days from the date the appeal was received by DWD.

Complaints Concerning Violation of Civil Rights and/or Fraud and Abuse

Any complaints or grievances that pertain to an alleged violation of Civil Rights, American's with Disabilities Act (ADA) and/or fraud and abuse should be reported directly to the State of Wisconsin Department of Workforce Development (address noted above) or the U.S. Office of the Inspector General.

Discrimination Based on Fair Employment Statutes

Complaint/grievance alleging a violation of fair employment, s.111.31-111.395 stats, must be filed with the Department of Workforce Development - Equal Rights Division within 300 days after the alleged discrimination took place.

General Complaint Form

Complainant (person filing the complaint)

Name: _____ E-Mail: _____

Address: _____

City: _____ State: _____ Zip: _____ Telephone: _____

Complaint Filed Against

Name: _____ E-Mail: _____

Address: _____

City: _____ State: _____ Zip: _____ Telephone: _____

Provide a clear and brief statement of the facts, including relevant dates, which will assist in the investigation and resolution of the complaint. (If additional space is needed, use reverse side of form.)

The above information is true and correct to the best of my knowledge

Signature of Complainant

Date

FOR OFFICIAL USE

Official Receiving Complaint: _____ Title: _____

Date and time: _____

City: _____ Telephone: _____

Notes: _____

Initial complaint(s) should be sent to:

(Confidential)

Complaint Officer

Workforce Development Board of South Central Wisconsin, Inc.

3513 Anderson Street, Suite 104

Madison, Wisconsin 53704

Questions may also be directed to the Complaint Officer at (608) 249-9001.

PERSONS WITH DISABILITIES

Effective Date: **July 1, 2016**

PURPOSE/POLICY

WDBSCW does not discriminate in employment opportunities or practices, including recruitment, hiring, promotion, training, layoff, termination, compensation, benefits, or other employment-related activities. The Organization complies with the Americans with Disabilities Act of 1990 (ADA) and ensures equal employment opportunity for qualified persons with disabilities.

PROCEDURE

1. Employment opportunities will be afforded to persons with disabilities who are qualified to perform the essential functions of the job with or without reasonable accommodation. The WDBSCW will seek reasonable accommodations that do not result in undue hardship on business operations for qualified individuals with disabilities.
2. The Deputy Director will be responsible for implementation of guidelines and operational procedures related to ensuring Organization compliance with the ADA.
3. Employees who experience a disability may be entitled to leave under the Family Medical Leave Act (FMLA) or an extension of their medical leave as a reasonable accommodation under the ADA. Questions regarding leave rights should be directed to Director of Finance.
4. WDBSCW will comply with federal law and state law and regulation that provide persons with disabilities greater protection than the ADA.
5. Employees with a qualifying disability that requires an accommodation should contact the Director of Administration.

EMPLOYMENT CATEGORIES AND DEFINITIONS

Effective Date: **July 1, 2016**

PURPOSE/POLICY

WDBSCW classifies employees and defines categories and responsibilities of employment according to the Fair Labor Standards Act (FLSA). WDBSCW expects all persons associated with the Organization, regardless of relationship, to respect and follow the policies and procedures outlined in the Manual.

PROCEDURE

1. Job descriptions will indicate whether the position is exempt or nonexempt.
2. Classification will be determined based on the FLSA criteria.

Employment Categories

The WDBSCW has the following categories of employees in order to meet staffing requirements:

1. **Full-time (Exempt):** works 30 hours or more per week and are eligible for the benefit package. This group of employees is “exempt” from overtime pay.
2. **Full-time (Non-Exempt):** works 30 hours or more per week and are eligible for the benefit package. This group of employees is “non-exempt” from overtime pay.
3. **Full-time (Hourly):** works 30 hours or more per week and are eligible for the benefit package. This group of employees is “non-exempt.” Full-time hourly employees are compensated for hours worked and receive overtime pay.
4. **Part-time:** works less than 30 hours per week but more than 17½ hours per week, and are eligible for *pro rata* benefits.
5. **Interim:** hired on a temporary basis to perform a specific job function, for a specified period of time. This group may be eligible for benefits if they have a written agreement requiring 17½ or more hours of work per week.
6. **Interns-Students:** students hired on a specific and temporary basis. This group of employees is not eligible for any benefits. This group of employees is “non-exempt.”

All personnel are governed by one of these categories. A change in employment category can affect employee benefits. The CEO/designee must approve any change in status.

Employment Definitions

Employees are classified as exempt or nonexempt from the overtime provisions of the FLSA (29 CFR Part 541) and state wage and hour laws.

Exempt Employee

Employees in exempt positions are:

- Paid on a salaried basis.
- To meet the DOL requirements for exemption.
- Excluded from specific provisions of federal and state wage and hour laws.
- Not eligible for overtime pay.

Nonexempt Employee

Employees in nonexempt positions are:

- Paid on an hourly or salary basis.
- Entitled to overtime pay for hours worked in excess of 40 in a work week.

Nothing contained in this policy will impact the policy of employment-at-will.

OUTSIDE EMPLOYMENT

Effective Date: **July 1, 2016**

PURPOSE/POLICY

The WDBSCW's policy regarding outside employment is to ensure other outside employment does not interfere with an employee's performance or ability to meet the job requirements at the Organization. Employees may hold outside employment as long as the outside employment is not with a competitor, supplier or one that may involve the use of or access to confidential or proprietary information. Employees are required to discuss potential employment to ensure a conflict of interest does not exist and that the employee will be able to fulfill the responsibilities of his/her position.

PROCEDURE

1. Employees who are employed outside the Organization, or are considering employment outside the Organization, are required to review the employment for any conflict of interest with the Executive Director/CEO.
2. When an employee provides consultation or training to organizations on his/her own time, and the service is rendered entirely outside of the employee's working hours, the service is considered outside employment. In this situation, the use of the WDBSCW's office equipment and supplies and the utilization of the Organization personnel in the preparation of such services are prohibited.
3. Employees are prohibited from utilizing other WDBSCW's employees for services not related to Organization business during an employee's regularly scheduled work hours.
4. If it is determined that an employee's outside work interferes with job performance, the ability to meet the requirements of their position, or has an adverse impact on WDBSCW due to conflict of interest, the employee may be required to terminate the outside employment if he or she wishes to remain with the WDBSCW.
5. Employees are not allowed to work for another employer while on a leave of absence or while absent from the Organization because of illness.

CONFLICT OF INTEREST

Effective Date: **July 1, 2016**

4. PURPOSE/POLICY

It is the policy of the WDBSCW to prohibit its employees from engaging in any activity, practice, or conduct which conflicts with, or appears to conflict with, the interests of the WDBSCW, its customers, its vendors, its contractors, or its suppliers. Since it is impossible to describe all of the situations that may cause or give the appearance of a conflict of interest, the prohibitions included in this policy are not intended to be exhaustive, and only includes some of the more clear-cut examples. For purposes of procurement, all employees of the WDBSCW are required to sign a Disclosure Statement at the beginning of each fiscal year that is retained in the personnel file.

PROCEDURE

1. The Representation of the WDBSCW

Employees are expected to represent the WDBSCW in a positive and ethical manner and have an obligation both to avoid conflicts of interest and to refer questions and concerns about potential conflicts to their supervisor. Employees who have contact with customers, vendors, and contractors or any other party who may have a relationship with the WDBSCW may be required to sign a special statement acknowledging their understanding of and adherence to this policy.

2. Employee Conduct

On or off the job, employees are not directly or indirectly to engage in any conduct, which is disloyal, disruptive, competitive, or damaging to the WDBSCW. Such prohibited activity also includes any illegal acts in the restraint of trade.

3. Outside Employment Relationships

Employees are not to accept any employment relationship with any organization that does business with the WDBSCW. This prohibition on employment includes serving as an advisor or consultant to any such organization, unless that activity is conducted as a representative of the WDBSCW.

4. Financial Interest

Employees must disclose any financial interest they or their immediate family have in any firm that does business with the WDBSCW. The WDBSCW may require divestiture of such interest if it deems the financial interest to be in conflict with the WDBSCW's best interests.

However, you may purchase or otherwise acquire up to (but not more than) one percent (1%) of any class of securities of any enterprise (but without otherwise participating in the activities of such enterprise) if such securities are listed on any national or regional securities exchange or have been registered under Section 12(g) of the Securities Exchange Act of 1934.

5. Gifts and Favors

Employees and their immediate family are not to accept any favors or gifts or any discounts or loans from any third party or firm having or seeking to have a business relationship with the WDBSCW. The meaning of gifts for purposes of this policy includes, but is not limited to, the acceptance of entertainment, free travel, meals, lodging, and/or items with a value of \$25.00 or more.

6. Customer, Client, Contractor Offerings

Employees are not to give, offer, or promise, directly or indirectly, anything of value to any representative of any customer, potential customer, vendor, potential vendor, contractor, potential contractor, or of a financial institution in connection with any transaction or business that the WDBSCW may have as a customer, potential customer, vendor, potential vendor, contractor, potential contractor, or financial institution. Employees are not to engage any firm or individual who has a business relationship with the WDBSCW for work or remuneration or favors of a personal nature.

EMPLOYMENT OF RELATIVES/NEPOTISM

Effective Date: **July 1, 2016**

PURPOSE/POLICY

The WDBSCW prohibits employment of relatives in a direct reporting relationship to avoid creating or perpetuating circumstances in which the possibility of favoritism, conflict of interest, or impairment of efficient operations may occur.

Employees are prohibited from using their positions for a purpose that is, or gives the appearance of, being motivated by a desire for private gain for themselves or others, particularly those with whom they have family, business, or other relationships.

Further, a person with an immediate family member serving on a board or committee, which either by rule or practice, regularly nominates, recommends, or screens candidates for positions with the WDBSCW may not be employed.

For purposes of this policy, relatives are defined as "immediate family" meaning wife, husband, son, daughter, mother, father, brother, sister, step-relative, or a relative by marriage of comparable degree, significant other, and fiancé.

PROCEDURE

1. Relatives of current employees may not occupy a position that will be working directly for or supervising a relative.
2. Administrators and managers will exercise caution in hiring decisions to ensure that a new employee is not placed in a direct reporting relationship with a relative as defined by this policy.
3. No employees will be transferred into a position that would result in a reporting relationship to a relative.

EMPLOYMENT OF FORMER EMPLOYEES

Effective Date: **July 1, 2016**

PURPOSE

The WDBSCW allows former employees to be rehired provided there are no prior performance problems or policy violations.

PROCEDURE

1. Former employees will not be given preference as job applicants for rehiring.
2. Employee benefits will start over.

SUBSTITUTES AND SPECIAL AGREEMENT EMPLOYEES

Effective Date: **July 1, 2016**

PURPOSE/POLICY

The WDBSCW supplements the regular workforce with independent consultants when necessitated by periods of peak workload, employee absences, or other situations as determined by management. In addition, employment opportunities are offered for persons under the sponsorship of various employment programs or those persons interested in utilizing the Organization to complete professional and technical internships.

PROCEDURE

The WDBSCW pays the consultant for the services provided and the independent consultant will:

1. Provide professional documents and certification giving evidence of the ability to conduct the services outlined in the contract.
2. Carry the appropriate liability insurance and provide evidence of the insurance. Independent consultants and the Organization will agree upon a scope of work to be performed. Consultants will be oriented to the Organization's expectations of conduct.
3. Proper documentation of time will be maintained by the consultant. In addition, it is the responsibility of the Deputy Director and the Director of Quality and Communications to assure that all required reports are completed and submitted in a timely manner.
4. All contracts for consultants will be forwarded to Deputy Director and the Director of Finance for review. Final approval on all contracts and work agreements must be approved by Executive Director/CEO.

RECRUITMENT AND SELECTION

Effective Date: **July 1, 2016**

PURPOSE/POLICY

To maintain consistent procedures for recruiting and selecting applicants, the WDBSCW recruits and selects the most qualified applicants for available positions in compliance with all applicable federal and state laws and regulations and with the Organization's commitment to Equal Employment Opportunity.

PROCEDURE

1. If a position experiences turnover, prior to the recruitment effort, an analysis is conducted to determine if the department and related roles and responsibilities can be realigned and assigned to others. If it is determined a position is needed, the position is defined or redefined to ensure the requirements of the department are met.
2. The Executive Director/CEO and the immediate supervisor work closely together to update the position description to capture any changes to the nature of the position or reporting structure. The Director of Finance assigns and/or validates the exemption status given to the position. The Executive Director/CEO conducts an external market analysis on the position and determines pay range.
3. The Executive Director/CEO and the immediate supervisor create the selection criteria that will be used to screen application materials and narrow the pool of candidates.
4. The Executive Director/CEO and team creates position appropriate interview questions relevant to the position and that reflect a combination of open and close ended questions.
5. The Director of Administration researches and determines the external sourcing strategy and associated costs and seeks approval for strategy and cost from the Executive Director/CEO. The Director of Administration posts internal staff opportunity.
6. The Director of Administration receives and screens all resumes and application materials received using the selection criteria as the basis of the review to narrow the field of candidates.
7. The Executive Director/CEO and team conducts a telephone screen to further qualify candidate and determines mutual interest in the opportunity.
8. The team shares potential finalist with the appropriate director/manager and identifies which candidates will participate in a face-to-face interview process.
9. The Director of Administration coordinates the interview schedule and facilitates the interview process.
10. The Director of Administration works closely with the appropriate staff to evaluate and identify the desired candidate.
11. All candidates are required to complete an application form regardless of the level of the position hired. The Director of Finance conducts pre-employment checks on the final candidates for the

position. These may include, but are not limited to, criminal record check, references, and education verification.

12. The management team selects the individual for hire. Hiring decisions are monitored by the Director of Finance for consistency with Organization policies. The Director of Finance requires a completed employment application on all regular hires and may request additional documentation from the applicant to support a hiring decision.
13. The Deputy Director and team extends the offer to the candidate via a written offer letter and sends rejection letters to all other candidates. The Director of Administration maintains records of the selection process, such as applications, evaluation criteria, notes from interviews, and reference checks, in the administration office for one year.
14. All appointments require the prior approval of the Executive Director/CEO. The Executive Director/CEO (or similar management position) is hired by the Executive Committee.

JOB POSTING

Effective Date: **July 1, 2016**

PURPOSE/POLICY

The WDBSCW's job posting procedures provide employees with information regarding job opportunities.

PROCEDURE

Job openings are posted on the internet and in the paper and normally remain for one month. Each job posting notice can include, but is not limited to, the date of posting, job title, component/program, location, job summary, essential duties, skills and abilities necessary to perform the job, and degrees or certification required for the job.

The Executive Director/team determines the pool of candidates to be interviewed and conducts interviews in conjunction with the appropriate staff. The Executive Director/designee extends offers of employment and informs candidates who were not selected.

All decisions concerning promotions, transfers, demotions, etc., are made without regard to race, color, religion, sex, national origin, age, disability (physical and mental), genetic information or any other status protected under federal and state law.

Employees interested in applying for an opening should submit a résumé with a cover letter to the Executive Director/CEO. Employees must possess the necessary knowledge, skills, and abilities to perform the work of the open position to be considered for an interview. Past work history, including attendance, will be considered in making the final determination. Screening and hiring decisions rest exclusively with the CEO/designee.

The WDBSCW believes in providing employees with career advancement and promotional opportunities. The Executive Director/CEO may decide that an immediate hiring decision needs to be made. Any position may be appointed by the Executive Director/CEO as necessary to meet critical contractual and program obligations.

It is the employee's responsibility to pursue career and advancement opportunities by:

- Checking for announcements;
- Discussing advancement potential with their supervisor; or
- Pursuing other career development avenues via education, training seminars, and skill building activities.

The option to seek external candidates will depend upon the nature of the position and candidate pool and will be at the discretion of the Executive Director/CEO.

PRE-EMPLOYMENT INVESTIGATION/BACKGROUND CHECK

Effective Date: **July 1, 2016**

PURPOSE/POLICY

To ensure pre-employment checks are conducted within legal and professional limits to be employed in the position for which the candidate is applying, WDBSCW may conduct pre-employment investigation for all employees to determine or verify background information, including criminal history and information in compliance with the Fair Credit Reporting Act (FCRA). Having a criminal history or criminal conviction does not necessarily preclude employment.

PROCEDURE

1. Applicants who are chosen for interview may be required to sign a release form authorizing the pre-employment investigation and the release of information by former employers, educational institutions, or other organizations as part of the reference and background checking process. A refusal to sign such a release form may disqualify the applicant from further consideration for employment.
2. Pre-employment investigation may apply. Employment is contingent upon the results of the pre-employment investigation.
 - a. The Director of Administration coordinates obtaining the pre-employment investigation. The Director of Finance and Executive Director/CEO evaluates the relevance of any offense in accordance with federal and state laws.
 - b. An applicant who provides misleading, erroneous, or deceptive information on the application form, résumé, or in an interview will be eliminated from further consideration for employment.
3. Personal and professional reference checks are conducted by the immediate supervisor before the job offer is made. Employment is contingent upon the results of the personal and professional reference checks.
4. Employees whose position requires licensure or certification provide a copy of their licensure or certification prior to beginning work. Where licensure or certification is required, renewal must be made according to state law and a copy of the current licensure or certification is submitted to the Director of Finance. Failure to keep required licenses or certifications current may result in termination.

EMPLOYEE ORIENTATION

Effective Date: **July 1, 2016**

PURPOSE/POLICY

WDBSCW's new employees must understand the organizations mission, vision, values, goals, and objectives. This includes the scope of services and locations and an employee's contribution to the accomplishment of those goals and objectives. All newly hired employees and volunteers are required to participate in the Employee Orientation.

PROCEDURE

1. Supervisors Responsibilities:
 - a. Provide each new employee with orientation specific to his/her workplace.
 - b. Provide on-the-job training (OJT) needed for new employees to assume their responsibilities.
 - c. Provide new employees with the dates and locations of the orientation program.
2. New Employees' and Volunteers' Responsibilities:
 - a. Participate in appropriate orientation processes.
 - b. Seek information to enhance his/her orientation process.
 - c. Complete and return appropriate personnel forms.
3. Director of Finance Responsibilities:
 - a. Offer regularly scheduled sessions for new employee orientation.
 - b. Provide new employees with timely and relevant benefit information.
 - c. Provide information and resources concerning Organization-wide policies.
 - d. Provide program/components with strategies, resources, and tools for development of its workplace orientation process.
4. All staff members, volunteers, and consultants are to be provided with information and training about the underlying philosophy and goals of the Organization.

IMMIGRATION POLICY

Effective Date: **July 1, 2016**

PURPOSE/POLICY

The WDBSCW complies with the regulations of the Immigration Reform and Control Act of 1986 (IRCA) as enforced by the Department of Homeland Security. This Act requires that all employees provide appropriate documentation to prove that they are eligible to work in the United States.

PROCEDURE

1. The WDBSCW requires, as a condition of employment, that all new hires must complete the employment eligibility verification INS Form I-9.
2. In addition to completing the I-9, all new hires must present the required documentation establishing identity and employment eligibility within the first three days of employment. Failure to do so may result in the offer of employment being withdrawn or withheld.
3. All former employees who are rehired are also required to complete a new I-9 if:
 - They did not complete an I-9 for the Organization within the previous three (3) years.
Or
 - Their previous I-9 is no longer valid.
Or
 - Their previous I-9 was not retained.

HUMAN RESOURCES RECORDS

Effective Date: **July 1, 2016**

PURPOSE/POLICY

WDBSCW ensures the proper handling of, and limiting Organization liability of, confidential information and paper records pertaining to employees and their personnel matters.

PROCEDURE

1. Records are secured in locked file cabinets and secured electronic files and access will be controlled by the Director of Finance.
2. At no time will employee files leave the premises.
3. The Director of Finance is responsible for creating and maintaining employee personnel files. Main employee files should have a separate file for each employee and include information such as the following:
 - a. Employment application
 - b. Job title
 - c. Job description
 - d. Employee classification (exempt from overtime or nonexempt)
 - e. Hire date
 - f. Salary history
 - g. W-4 form
 - h. Employment contracts, if applicable
 - i. Employee authorization for release of information if necessary
 - j. Employee signature acknowledging receipt and review of policies and procedures and/or receipt of employee handbook
 - k. Employee résumé
 - l. Performance appraisal
 - m. Discipline
 - n. Grievances
 - o. Performance goals
4. Employees are responsible for notifying the Director of Finance immediately if there is a change in any of the following information:
 - a. Legal name
 - b. Home mailing address
 - c. Telephone number
 - d. Marital status
 - e. Number and names of dependents
 - f. Number of tax exemptions on your W-4 form
 - g. Insurance classification

- h. Emergency contacts
- i. Beneficiary changes
- j. Driving record or status of driver's license, if you operate any Organization vehicles
- k. Military or draft status
- l. Training certificates
- m. Professional license

Failure to inform of personal data changes may have a significant impact on benefits and the ability to contact the employee or a family member in the event of an emergency. Updates can be done by completing an Employee Information Sheet. This form can be obtained from the Director of Finance, and the completed form should be turned into the Director of Finance.

- 5. Detailed personnel information is accessible only on a "need to know" basis. Anyone needing access to an employee's file should contact the Director of Finance.
- 6. Employee files must be reviewed in WDBSCW offices.
- 7. Employees should not provide references or any comments, written or verbal, to individuals requesting information on current or former employees. All requests for information should be referred to the Director of Finance.
- 8. Only basic employment information (i.e., dates of employment, title of position held, and confirmation of salary) for employment verifications and those requests meeting legal requirements are provided by the Director of Finance or his/her designee.
- 9. Detailed personnel information is not be released to anyone outside the Organization without prior written consent by the employee. Exceptions will only be made as required by law as in the case of subpoenas or other court orders.
- 10. Employees have the right to review their file contents. With reasonable advance notice, employees may review their own personnel files in the Director of Finances office and in the presence of an individual appointed by the Organization. Employees who wish to review their own file should make a written request to the Executive Director/CEO. WDBSCW will fulfill within seven (7) business days of the written request.

Exceptions to this include:

- a. Letters of reference.
- b. Materials relating to employer staff planning and business development.
- c. Information of a personal nature about another person, the disclosure of which could constitute an unwarranted invasion of privacy.
- d. Investigatory or security records maintained by the employer to investigate employee misconduct or other conduct which could be harmful to the Organization.

ATTENDANCE

Effective Date: **July 1, 2016**

PURPOSE/POLICY

The WDBSCW understands occasions arise when an employee must be absent from work. At the same time, it is important for employees to understand that in order for the WDBSCW to operate efficiently and effectively, regular attendance of all employees is imperative. Employees need to be present and accountable during their scheduled work time, and there are attendance expectations.

PROCEDURE

1. Authorized Absence – The employee notifies their supervisor in advance and obtains approval to be away from, or late, to work. This includes absences such as vacations, holidays, personal days, sick days, etc. An employee may be required to provide written evidence of medical treatment, including certification of the period of disability or illness, by a licensed physician if the Executive Director/CEO, manager, or supervisor so requests.
2. Unauthorized Absence – An employee not showing up for work, not calling in, and not having a valid reason for an absence, as determined by the administration. Advance notification of an absence is necessary to make arrangements to handle work in the absence of a scheduled employee. An employee who fails to show up for work for two (2) consecutive workdays, and does not give proper notice, will be considered to have abandoned the job and is therefore terminated.
3. Tardiness – An employee late for work, or leaving early from work on any work day without giving prior notification and receiving approval for the tardiness.
4. Absence from the Work Area – When leaving the premises, employees must indicate their destination and whereabouts, at a minimum, in their Google calendar. Employees should also notify the reception staff of their destination, whereabouts, and expected return time. Employees who have been assigned a WDBSCW cell phone need to monitor their calls and promptly return calls to the WDBSCW office.
5. A nonexempt salaried employee who does not work or does not work his/her full shift is paid only for the actual time worked. If an employee has not called in to their supervisor before the start of scheduled work time, the employee is considered as having an unauthorized absence.
6. Special Work Hours – It may be necessary for the WDBSCW to require any employee to work special hours in order to meet critical or unique business needs.
7. Excessive Absenteeism or Tardiness – Absenteeism or tardiness that affects job, program, and or Organization performance. If it is determined that absenteeism or tardiness has become unreasonable, the Executive Director/CEO should determine the appropriate action.
8. An employee who is chronically or excessively absent or tardy may be subject to disciplinary action up to and including termination.

CONFIDENTIALITY OF ORGANIZATION [AND CLIENT] INFORMATION

Effective Date: **July 1, 2016**

PURPOSE/POLICY

The WDBSCW has information that should not be discussed with anyone outside the Organization, except when required in the normal course of business. Information concerning service recipients or the activities or operations of the Organization must be treated as confidential and on a need-to-know basis.

PROCEDURE

1. All information pertaining to WDBSCW/WorkSmart clients is confidential and must not be discussed with or divulged to anyone outside the Organization without a written release of information. Inside the Organization client information is shared on a "need to know" basis. Even the presence of a particular client should not be acknowledged to others without proper authorization.
2. Confidential information is to be used only in connection with the legitimate functions of an employee's job duties. The release of confidential information will occur only with a proper written release of information authorization.
3. If an employee leaves, the employee must surrender all information-bearing items in his/her possession, whether or not containing confidential information, including but not limited to, storage media, notebooks, reports, other information from a third party or anything containing confidential information.
4. If an employee is contacted about confidential information, the employee should direct the inquiring party to the Executive Director/CEO. Client files should not be removed from the offices of the Organization. Accessing electronic client data files must occur through secure data connections. Electronic client files are not to be downloaded onto personal computers that are not sanctioned and secured by the Organization.
5. Violation of confidentiality results in disciplinary action up to and including termination of employment.

WHISTLEBLOWER PROTECTION

Effective Date: **July 1, 2016**

PURPOSE/POLICY

The WDBSCW requires all employees, officers, and other representatives of the Organization to observe high standards of business and personal ethics in the conduct of their responsibilities. Employees and others are encouraged and enabled to raise serious concerns internally, without fear of retaliation, so that the Organization can address and correct inappropriate conduct and actions. It is against the values of the Organization to retaliate against any board member, officer, employee or volunteer who in good faith reports a violation.

PROCEDURE

1. A whistleblower is a board member, officer, employee, or volunteer who reports an activity that he/she considers to be illegal or dishonest. It is the responsibility of all Organization representatives to report such activities.
2. Examples of illegal or dishonest activities include, but are not limited to:
 - a. Violations of federal, state or local laws or regulations.
 - b. Violations of Organization's code of ethics.
 - c. Billing for services not performed or for goods not delivered.
 - d. Other fraudulent financial reporting.
3. The whistleblower is not responsible for investigating the activity or for determining fault or corrective measures.
4. If an employee has knowledge of or a concern of illegal or dishonest fraudulent activity, the employee is to contact his/her immediate supervisor.
 - a. The employee must exercise sound judgment to act in good faith and avoid baseless allegations. An employee who intentionally files a false report of wrongdoing will be subject to discipline up to and including termination.
 - b. The WDBSCW will make every reasonable effort to conduct all proceedings in a manner that will protect the confidentiality of all parties. However, identity may have to be disclosed to conduct a thorough investigation, to comply with the law and to provide accused individuals their legal rights of defense.
 - c. The WDBSCW will not retaliate against a whistleblower. This includes, but is not limited to, protection from retaliation in the form of an adverse employment action such as termination, compensation decreases, or poor work assignments and threats of physical harm. Any whistleblower who believes he/she is being retaliated against must contact the Director of Finance immediately. The right of a whistleblower for protection against retaliation does not include immunity for any personal wrongdoing that is alleged and investigated.
5. Supervisors and managers are required to report complaints or concerns about suspected ethical and legal violations in writing to the Executive Director/CEO who has the responsibility to investigate all reported complaints. Employees with concerns or complaints may also submit their concerns in writing directly to their supervisor or the Executive Director/CEO.

6. Once a complaint has been accepted for review, an investigation will begin. The investigation may include, but is not limited to, review of written statements from both parties, witness interviews, obtaining witness declarations, review of documentation, and on-site investigation. Any person conducting an investigation will maintain a written record of all witness interviews, evidence gathered, the outcome of the investigation, and any other appropriate documents. Records of such an investigation will not be maintained in personnel files unless they are part of a formal corrective action.
7. Results of the investigation will be shared with the appropriate people. When there is sufficient evidence to support the complaint, written notification of investigative findings will be sent to the complainant and the respondent.
8. If it is concluded that a violation has occurred, a determination will be made as to the appropriate sanctions or corrective action.
9. For more information, contact administrative staff listed;

Pat Schramm

Executive Director

608.249.9001

pschramm@wdbscw.org

Workforce Development Board – Board Chair

See Board Website at www.wdbscw.org for Contact Information

Department of Workforce Development (DWD) Compliance Office – 608.264.8752

HEALTH INSURANCE PORTABILITY AND ACCOUNTABILITY ACT

Effective Date: **July 1, 2016**

PURPOSE/POLICY

The WDBSCW complies with the proper handling of all private information and individually identifiable health information and outlines steps in appropriate Health Insurance and Portability and Accountability Act (HIPAA) compliance. The WDBSCW will comply with the minimum requirements of HIPAA as related to a private not-for-profit organization with ten (10) or less employees. Violations related to HIPAA are subject to the full range of WDBSCW disciplinary considerations. HIPAA-related questions and concerns should be directed to the WDBSCW's Executive Director/CEO.

PROCEDURE

1. Any Protected Health Information (PHI) is confidential and may not be discussed with anyone except on a "need-to-know" basis in order to perform job duties. PHI contains individually identifiable information such as names, addresses, birth dates, telephone numbers, fax numbers, electronic mail addresses, social security numbers, health plan beneficiary numbers, or any other unique identifying number, characteristic, or code.
2. The Director of Finance appropriately handles and protects confidential information.
3. The regulations are applicable to all health information held or created by the WDBSCW.
4. The WDBSCW is prohibited from using or disclosing health information except as authorized by the employee or specifically permitted by the regulation. This includes all personally identifiable health information.
5. The WDBSCW privacy officers are responsible for implementing privacy policies and procedures as well as ensuring general compliance.
6. Any complaint of a violation is reported to the Director of Finance. They will investigate and take appropriate action to ensure that privacy practices are being followed.
7. Records should be secured in locked file cabinets and secured electronic files and access will be controlled by the Director of Finance.

PROMOTIONS

Effective Date: **July 1, 2016**

PURPOSE/POLICY

WDBSCW ensures each employee has equal access to opportunities for growth and development.

Consideration will be given to internal candidates who have a history of satisfactory job performance and meet the job qualifications for the vacancies. In all its selection and promotion decisions, the Organization complies with equal employment opportunity requirements.

PROCEDURE

1. Two types of advancement opportunities are outlined below:
 - a. A promotion is the movement from one position to another position which is in a higher salary grade and may involve a salary increase. A promotion may be within a program or between programs and may result in a title change.
 - b. A reclassification is an approved change in pay grade of an existing position as a result of significant changes in the duties and responsibilities of that position. A reclassification may result in a pay grade and/or title change.
2. Every effort is made to fill vacancies by promoting qualified employees. Supervisors are encouraged to identify employees for promotion. Employees must possess the necessary skills, abilities, and knowledge to satisfactorily perform the work of the advanced position. Past work history, including attendance is also reviewed in order to make this determination.
3. Employees are encouraged to maintain an awareness of vacancies and to seek job opportunities for which they qualify. An expression of interest in a promotion, either by submitting an application to the Director of Administration as a result of a job posting or through discussions with supervisors does not have any adverse effect on the status of the employee's current position.
4. The Executive Director/CEO selects the appropriate candidate for promotion. Refer to the policy on Recruitment and Selection for more information.

DEMOTIONS

Effective Date: **July 1, 2016**

PURPOSE/POLICY

WDBSCW may find it necessary or in the employee's best interest to transition an employee through demotion. The Organization provides a fair and equitable process in addressing demotion.

PROCEDURE

1. A demotion occurs when an employee moves into a lower pay grade level or into a position with significantly less job responsibilities.
2. A demotion may occur when:
 - a. An individual is unable to perform satisfactorily in the higher-level position.
 - b. The employee's request for a demotion is approved.
 - c. There is a restructuring of the Organization.
 - d. As a result of disciplinary action.
3. All demotions must be discussed with the Director of Finance prior to communicating any information to employees.
4. If the demotion is at the employee's request, a written letter from the employee requesting the demotion action will be required.
5. Supervisors will work with the Director of Finance to ensure efforts are made to provide proper training and development opportunities via the Corrective Action process before demotion is considered.
6. The employee's applicable work experience, educational level and review of incumbent's salaries holding the same job title will be reviewed by the hiring Supervisor and the Director of Finance to determine an appropriate new rate of pay.

TRANSFERS

Effective Date: **July 1, 2016**

PURPOSE/POLICY

The WDBSCW provides opportunities wherein an employee may transfer, or may be transferred, when the employee meets the job qualifications and when the transfer will benefit both the employee and the Organization.

PROCEDURE

1. An employee who is transferred temporarily to a higher paying position is compensated at the rate of the new job. Temporary assignment constitutes a formal assumption of another position's duties for an established period of time, not the occasional filling in for a job or "helping out."
2. An employee who is transferred temporarily, at the request of WDBSCW, to a lower paying position continues to be paid at his/her existing rate for as long as the temporary transfer is in effect.
3. If the employee has not been returned to his/her regular position at the end of 30 days from the date of temporary transfer, WDBSCW reviews the situation and either returns the employee to his/her former position, extends the period of temporary transfer, or completes the transfer to the new position.
4. Employees transferred to lower paying positions are paid at the lower rate of the new position at the end of 30 days.
5. Employees must be in their current position for 30 days before being eligible for transfers. Prior to transfer, employees are encouraged to discuss their request with their current supervisor.

JOB DESCRIPTIONS

Effective Date: **July 1, 2016**

PURPOSE/POLICY

The WDBSCW creates job descriptions and properly determines the exemption status for every job according to the Fair Labor Standards Act (FLSA). Records are maintained of all authorized positions within the Organization. Job descriptions are designed to assist the employee in being successful in performing her/his job and to assist the Organization in meeting its mission and vision.

PROCEDURE

1. The Executive Director and management team is responsible for ensuring that employees and consultants are performing the tasks included in their jobs. Each description includes, but is not limited to:
 - a. Job's purpose and function
 - b. Principal duties and responsibilities
2. Written offer of employment letters indicate whether the position is exempt or nonexempt. Classification is determined based on the FLSA criteria.
3. Newly created positions or changes in position qualifications that may result in salary adjustment require internal budget review and approval of the Executive Director/CEO.
4. After review, the Executive Director/CEO assigns the position to a recommended salary grade and appropriate FLSA exemption status.
5. All new or revised job descriptions will be approved by the Executive Director/CEO.
6. Annually, typically during the performance review period, employees and their supervisors review the job description to ensure they remain relevant and accurately reflect the responsibilities and accountabilities assigned to the position.

PERFORMANCE MANAGEMENT

Effective Date: **July 1, 2016**

PURPOSE/POLICY

The WDBSCW evaluates strengths and areas of improvement in performance of all employees in a fair and equitable manner. The evaluation process is intended to be a positive experience to assist the employee in being successful in the performance of her/his job. Discussions regarding an employee's job performance are recommended on an informal and on-going basis.

An evaluation is completed to modify staff performance as necessary, to assist staff in improving skills and professional competencies, and to identify training and development needs.

Performance evaluations are not the sole basis for wage increases or promotions. These decisions are based on a number of other factors besides evaluations.

PROCEDURE

1. Evaluations are conducted on an annual basis using the performance appraisal system, which is designed to ensure reviews are conducted objectively.
2. The Executive Director/CEO completes the performance appraisal and then schedules a review with the employee.
3. The employee completes a self-evaluation and provides it to the Executive Director/CEO prior to the review. The Executive Director/CEO then gives the employee's supervisor the self-evaluation after the supervisor has completed an independent review of the employee.
4. The reviewer and the employee may discuss the following topics:
 - a. Previous performance plans and achievement of past goals.
 - b. Current performance appraisal including demonstrating appreciation for employee contributions.
 - c. Employee evaluation form.
 - d. Constructive feedback on employee's performance.
 - e. Future expectations and goals.
 - f. Employee training needs and professional development opportunities.
5. The employee may submit comments or statements on the performance appraisal form.
6. The direct supervisor signs the completed form. The employee signs the completed review acknowledging that they have read and understand it, although they may not necessarily agree with the appraisal. A refusal to sign should be documented by immediate supervisor.
7. Performance evaluations are placed in the employee's personnel file and may be used for such actions as transfers, promotions, pay adjustments, and salary considerations.
8. Leaves of absence and breaks in service may affect the timing of performance appraisals.

INCLEMENT WEATHER AND OTHER EMERGENCIES

Effective Date: **July 1, 2016**

PURPOSE/POLICY

The WDBSCW monitors and keeps employees informed of changing weather conditions and other emergency situations before, during, and after the event. The Organization strives for safety for all employees in the event of inclement weather, and other emergency situations, through staff support systems.

PROCEDURE

1. The Executive Director/CEO determines if the Organization will open or remain open in the event of severe weather conditions or other emergencies. If the decision is made not to open the Organization, a staff member will be designated to work with the Executive Director/CEO in coordinating and communicating information about closing or late opening of the WDBSCW's office. If the Madison Metropolitan School District closes for reasons of weather, then the WDBSCW office will also close for that period of time. If for some other reason the WDBSCW office will not be open, the WDBSCW's main telephone line (608-249-9001) will have a message regarding the day's schedule.
2. If the Organization is closed or closes early due to inclement weather, employees are paid for the hours they were scheduled to work.
3. If the Organization remains open and the weather is questionable, employees are to determine if they feel it is safe to try and come to work or leave early. If employees choose not to come in to work, or choose to leave early, they will not be paid for hours not worked, but can use vacation time. The employee must contact his/her supervisor prior to the scheduled starting time to indicate if and when he/she will be arriving to work.
4. If the Organization is open and the employee chooses not to come to work or chooses to leave early and then the Organization closes, he/she will receive pay for the hours the Organization closed provided he/she was scheduled to work.
5. Employees who are not scheduled to work, or using personal time off benefits, or on any other paid or unpaid type of absence are not eligible for paid time off due to weather-related or other emergencies.
6. In the event of a fire, storm, or other emergency, safety is most important. Employees are to move to a position of safety or exit the building as quickly as possible. Employees are required to follow written evacuation procedures.

SECTION 3: EMPLOYEE BENEFITS PROCEDURES

FLEX SCHEDULES

Effective Date: **July 1, 2016**

PURPOSE/POLICY

The WDBSCW provides alternate arrangements to allow employees greater latitude in determining their work schedules, for planned or unanticipated events, while still working a full-time workload. Flex schedules may include variations in starting and ending times or hours worked in a day (compressed work weeks). Flex schedule arrangements must either maintain or enhance the Organization's ability to serve its clients. Flex schedule arrangements should not affect career progression.

PROCEDURE

1. Employees are eligible if they are currently meeting expectations for the position.
2. The Executive Director/CEO must approve the flex schedule request and the employee's supervisor is responsible for ensuring appropriate staffing. Not all flex schedule requests will be honored.
3. Timeframe will be determined up front with the Executive Director/CEO by utilizing periodic reviews to ensure the arrangement continues to make sense for the employee and the Organization.
4. Flex schedules can be terminated at any time.

TELECOMMUTING

Effective Date: **July 1, 2016**

PURPOSE/POLICY

WDBSCW provides employees a mechanism to manage work and personal responsibilities while delivering high-quality service through the alternate arrangement of telecommuting. Telecommuting allows employees to work out of their homes on a specific day(s) of the week on either a temporary or on-going basis.

Telecommuting requires a self-disciplined employee who can avoid the distractions not usually found in the office environment. Telecommuting does not alter the focus of the employee on Organization and client needs.

PROCEDURE

1. Employees are eligible if they are currently meeting expectations for the position.
2. The employee's supervisor must approve the telecommuting request and is responsible for ensuring appropriate staffing. Not all telecommuting requests will be honored.
3. Not all positions are eligible for the telecommuting work arrangement, nor will all requests for telecommuting be approved.
4. Timeframe will be determined up front with the Executive Director/CEO by utilizing periodic reviews to ensure the arrangement continues to make sense for the employee and Organization.
5. Employees must be available to respond to the Organization staff during scheduled work hours. During business hours, the employee must check voicemail and email as frequently as if in the office. On occasion, it may be necessary to call an employee into the office to assist with Organization needs. It will be expected the employee be available for such occasions even for same day requests.
6. Telecommuting employees are able to use an Organization provided laptop. The employee is responsible for internet access (required for telecommuting), office items, and supplies. Telecommuting employees must be able to access the Organization's systems through the current method required by IT. The employee is also responsible for protecting the Organization's equipment, documents, and information from theft, damage, and unauthorized use. The Organization does not accept responsibility for damage or repairs to employee-owned equipment.
7. The Organization assumes no responsibility for injuries occurring in the employee's at-home work space. The employee must have current homeowner's or renter's insurance that will cover him/her in the event of an injury that may occur to him/her while telecommuting. The employee agrees to maintain safe conditions and practices in the at-home work space.
8. Telecommuting arrangements can be terminated at any time.

HOLIDAYS

Effective Date: **July 1, 2016**

PURPOSE/POLICY

Employee eligibility for paid time off is based on the employment category in which the employee was hired. The employment category and eligibility for benefits is indicated in the written Offer of Employment, and is given to each employee prior to his/her start date.

PROCEDURE

1. The following are recognized by the Organization as a holiday:
 - a. New Year's Day
 - b. Martin Luther King, Jr. Day
 - c. Memorial Day
 - d. Independence Day
 - e. Labor Day
 - f. Thanksgiving Day
 - g. Day after Thanksgiving
 - h. Christmas Eve
 - i. Christmas Day
 - j. New Years Eve Day
2. If the holiday falls on a weekend, the WDBSCW's Executive Director/CEO will determine the workday to be designated as the "holiday." Staff who observe other religious holidays may utilize vacation time.
3. The number of paid holidays for any employee shall not exceed ten (10).
4. Holiday pay is calculated based on the employee's regular hourly rate multiplied by the number of hours the employee was regularly scheduled to work that day. If an employee was not scheduled to work, then no holiday pay will be awarded.
5. If a paid holiday falls during an employee's scheduled vacation period, holiday pay is provided and he/she still has a vacation day to use.
6. Employees on a paid approved leave of absence are eligible for holiday pay. If the approved leave of absence is not paid, the employee is not eligible for holiday pay.

VACATION

Effective Date: **July 1, 2016**

PURPOSE/POLICY

WDBSCW provides vacation time for employees to refresh themselves and encourages and supports all employees to use vacation time regularly. All regular full-time and regular part-time employees earn and use vacation time in accordance with the guidelines outlined below.

PROCEDURE

1. All full-time and part-time eligible employees qualify for vacation accrual following their first full month of employment. Vacation time is accrued semi-monthly. Accrued vacation hours are recorded on an employee's paycheck. All full-time employees are eligible for the following vacation time based on their length of employment (at the discretion of the Executive Director/CEO, exceptions may be agreed to at the time of hire):

<i>Length of Employment</i>	<i>Number of Vacation Weeks/Hours</i>
Less than 3 years	2 weeks (80 hours)
3 years to 9 years	3 weeks (120 hours)
10 years to 14 years	4 weeks (160 hours)
15 or more years	5 weeks (200 hours)

2. A week is defined as an employee's scheduled hours per week (i.e., scheduled to work 40 hours per week = vacation week of 40 hours).
3. In cases of extended absence, the WDBSCW reserves the right to adjust the employee's anniversary date. Upon termination of employment, the employee will be paid for any earned/unused vacation time, at their current rate of pay.
4. All eligible less than full-time employees will have vacation leave earned on a *pro rata* basis, calculated on the basis of their percent of time worked of the forty (40) hours per week.
5. Scheduling of all vacations or time-off requests must be approved by the supervisor and is at the discretion of the CEO/designee. When scheduling conflicts arise, priority for vacation leave is established at the discretion of management. Decisions about vacation time and scheduling are the responsibility of the immediate supervisor and Executive Director/CEO.
6. Vacation days must be used in full hour increments except for exempt (salaried) employees. An employee may carry over up to a maximum of 80 hours of unused vacation each fiscal year (July 1). The balance forward each fiscal year cannot exceed 80 hours. Any excess vacation is lost. Payout of unused vacation time is allowed at termination of employment, but is not allowed at any other time. If a part-time employee becomes a full-time employee, his/her anniversary date for paid vacation, sick leave, and health insurance will be the date he/she began full-time employment.
7. Any earned but unused vacation is paid at the time of termination.
8. Upon providing notice of resignation, an employee is not allowed to take vacation.
9. Vacation is not earned during any unpaid period of time.

SICK LEAVE

Effective Date: **July 1, 2016**

PURPOSE/POLICY

The WDBSCW provides sick leave for employees to rest and recover from illness. Each full-time employee will be allowed up to 96 hours of paid sick leave per year. Less than full-time employees will be allowed paid sick leave on a *pro rata* basis calculated on the basis of their percent of time worked per forty (40) hours per week, unless otherwise negotiated at the time of hire.

PROCEDURE

1. Sick Leave:
 - Begins accruing at the rate of four (4) hours per pay period after the first full month of employment (for full-time employees);
 - Is earned as of the end of each pay period; and
 - The WDBSCW-sponsored disability insurance requires a 90 calendar day qualifying period, confirmed by a licensed physician. The insurance pays 60% of monthly wage or salary up to a maximum payment of \$5,000.00 per month. The disability insurance payment is considered as taxable income.
2. When an employee takes three (3) or more sick days within a two-week period, the employee may be required to provide written evidence of medical treatment by a licensed physician. The only exception is for prolonged illness or injury that has been documented by a physician's written statement. When sick leave misuse is suspected, a supervisor may require a doctor's certificate for a period less than three (3) days. Sick leave is available for use because of employee illnesses, doctor's exam, dental care, and various therapies and counseling. It also may be used for the illness of your immediate family (parents, brothers/sisters, spouse, children) whose illness or disability requires your temporary personal care. The WDBSCW may request written verification of the reason for the sick leave from the attending physician of the family member.
3. The WDBSCW allows for paid sick leave to be accumulated by employees for the express purpose(s) stated herein. ***Sick leave is not an entitlement for paid leave for purposes other than those specified herein.*** Employees who use their paid sick leave for unauthorized purposes will be subject to discipline up to and including termination from employment.
4. Employees will not be eligible to use sick leave unless they notify their supervisor accordingly. When the supervisor is not properly notified, the absence will be considered unexcused and subject to the disciplinary policy. Employees must call in each day they are sick, if physically able.
5. Sick leave may be taken for bereavement leave as noted in the **Bereavement Leave** section.
6. Employees who have outside employment or are involved in outside activities may not use paid sick leave to work on these activities.
7. Accrued sick leave is recorded on an employee's paycheck.
8. Unused sick leave is not paid out upon termination.

OTHER LEAVE OF ABSENCES

Effective Date: July 1, 2016

PURPOSE/POLICY

The WDBSCW allows use of Paid Time Off for personal medical situations, for the serious medical condition of one's parents, child or spouse, and for care of newborn or adopted children. If Paid Time Off is exhausted, WDBSCW gives reasonable leave without pay for these purposes. Generally, a leave of absence will not extend beyond 12 weeks, including the time covered by Paid Time Off, unless one qualifies for one's short-term disability insurance.

The WDBSCW may consider other special circumstances, at its sole discretion. Leaves of absence include extended medical leaves covered by accrued paid time or non-paid leave.

During a leave of absence, generally benefits do not accrue. Compensation and the employer's contribution toward any benefits are discontinued. However, employees may elect to continue their insurance coverage as prescribed by insurance continuation rules.

If an employee does not return to work upon expiration of a leave of absence and other acceptable arrangements have not been made, the employment may be considered terminated.

PROCEDURE

1. All leave requests except for emergency purposes should be submitted in writing to the Executive Director/designee at least 30 days in advance.
2. Any requests for a leave of absence must be submitted in writing and is reviewed on a case-by-case basis. The decision to approve or disapprove is based on the reason for the leave, length or time requested, job performance, attendance and punctuality record, the effect the absence may have on the office operations, and the time of year the leave is requested.

FEDERAL FAMILY AND MEDICAL LEAVE ACT (FMLA)

Effective Date: **July 1, 2016**

PURPOSE/POLICY

WDBSCW provides leaves in compliance with Federal FMLA.

PROCEDURE

1. Employees are eligible for leave under the Federal FMLA if they have been employed by WDBSCW for at least 12 months and have worked at least 1,250 hours for WDBSCW during the most recent 12 consecutive month period.
2. Employees are required to exhaust all paid time off benefits (vacation/sick leave) to offset the "without pay" provisions of FMLA. Any FMLA leave longer than the employee's earned/accrued paid time off (vacation/sick leave) will be granted without pay. Paid time off benefits are not earned/accrued during FMLA leave.
3. Under the Federal FMLA, up to 12 weeks of leave may be taken during a 12-month period that begins on the employee's first day of leave for any one or more of the following reasons:
 - a. An employee's own serious health condition.
 - b. To care for a spouse, parent, biological child, adopted child, foster child, step-child, legal ward, or a child of a person standing in loco parentis (who is under 18 years of age, or 18 years or older and incapable of self-care because of a mental or physical disability) with a serious health condition.
 - c. For the birth of an employee's child, or placement of a child with an employee for adoption or foster care. Leave for birth, adoption, or foster care must conclude within 12 months of the birth or placement.
 - d. To care for a spouse, son, daughter, parent, or next of kin who is a covered military service member recovering from a serious illness or injury sustained in the line of duty. The eligible employee is entitled to up to 26 weeks of leave in a single 12-month period to care for the service member; this military caregiver leave is available during a single 12-month period, during which an eligible employee is limited to a combined total of 26 weeks of all types of FMLA leave.
 - e. Any "qualifying exigency", as defined in regulations issued by the Department of Labor, arising from the fact that an employee's spouse, child, or parent is on active duty status in the National Guard or Reserves in support of a contingency operation.
4. When possible, employees should notify Executive Director/designee of leave at least 30 days before the date of the anticipated leave. A written request for time off must be completed. In an emergency situation, notice must be given as soon as possible, but no later than 48 hours after the occurrence of the reason for leave. Failure to make timely notification of the need for leave may result in the delaying of leave until proper notification is received.

MILITARY SERVICE

Effective Date: **July 1, 2016**

PURPOSE/POLICY

The WDBSCW complies with all applicable statutes that require reservists and National Guard personnel to be given leave of absence for active duty and training exercises under Uniformed Services Employment and Reemployment Rights Act (USERRA) of 1994.

PROCEDURE

1. It is the employee's responsibility to inform Executive Director/designee as soon as orders for military duty have been received. When requesting a military leave of absence, the employee should present a copy of the training orders.
2. Employees are able to substitute vacation/PTO to offset the "without pay" provision of military leave.
3. Continuation of health insurance benefits is available as required by USERRA based on the length of the leave and subject to the terms, conditions, and limitations of the applicable plans for which the employee is otherwise eligible.
4. Benefit accruals such as vacation, sick leave, and holidays are suspended during the USERRA leave and will resume upon the employee's return to active employment.
5. When an employee returns from military leave, he/she is assigned to a position as required by law. Military leave time is immediately credited to the employee's length of service and all benefits apply as if the employee had never left his/her job. The employee's salary will be equal to or greater than the salary at the time the leave commenced unless salaries have declined.

JURY DUTY

Effective Date: **July 1, 2016**

PURPOSE/POLICY

The WDBSCW accommodates all employees who are called to serve on jury duty. WDBSCW encourages employees to participate in this civic obligation.

PROCEDURE

1. All regular full-time and regular part-time employees are eligible for jury duty pay for up to ten (10) days. Additional required days off are granted without pay.
2. When an employee receives a summons for jury duty, he/she must present a copy of the summons to the Director of Finance and immediate supervisor.
3. Employees are expected to report for work whenever the court schedule permits.
4. Employees must present a copy and payment of all fees, except travel, received for serving on the jury to the Director of Finance. The employee receives regular wages during the regular payroll cycle for all paid jury time.
5. Jury duty pay is calculated based on employee rate of pay at the time of the absence and the number of hours the employee would have been scheduled to work. If an employee was not scheduled to work, he/she is not paid for that time.
6. Jury duty pay is not used in the calculation of overtime.
7. Employees will continue to receive and accrue benefits during jury duty including vacation, sick leave, holiday pay, and health insurance coverage.

LACTATION/BREASTFEEDING BREAKS

Effective Date: **July 1, 2016**

PURPOSE/POLICY

WDBSCW supports breastfeeding mothers by accommodating the mother who wishes to pump during her workday when separated from her child.

PROCEDURE

1. For up to one year after the child's birth, any employee who is breastfeeding her child will be provided reasonable break times to pump breast milk for her baby.
2. WDBSCW will make reasonable accommodations and will secure an appropriate location for this purpose.
3. A refrigerator for storage of breast milk will be available.
4. Any breast milk stored in the refrigerator must be labeled with the name of the employee and the date of expressing the breast milk. Any nonconforming products stored in the refrigerator may be disposed of.
5. Employees storing milk in the refrigerator assume all responsibility for the safety of the milk and the risk of harm for any reason, including improper storage, refrigeration and tampering.

BEREAVEMENT LEAVE

Effective Date: **July 1, 2016**

PURPOSE/POLICY

WDBSCW provides compensation for regular full-time and regular part-time employees who must be off work during a period of bereavement as defined in this policy.

Employees may take up to five (5) days of paid sick leave for the death of their spouse, significant other, child (the term child includes stepchild or foster child) or parent. Three (3) days of paid sick leave may be taken in the event of death of grandparent, grandchild, sister, brother, sister- or brother-in-law, mother- or father-in-law, son- or daughter-in- law, and legal guardian.

PROCEDURE

1. Employees will be paid their hourly rate of pay for eight (8) hours per day up to five (5) work days due to the death of an immediate family member as defined in this policy. The bereavement leave may be taken to make funeral arrangements, attend a funeral, and/or to take care of personal affairs normally associated with a death.
2. Employees who need to take time off due to a death of an immediate family member should notify their immediate supervisor as soon as possible and inform them of the expected date of return.
3. The Executive Director/designee may allow employees to use any available paid (vacation/sick leave) for additional time as necessary.
4. Employees continue to accrue vacation and illness leave time during the bereavement leave.
5. Bereavement pay is calculated based on the employee's rate of pay at the time of the absence and the number of hours they would have been scheduled to work. If an employee was not scheduled to work, he/she is not paid for that time.
6. Bereavement pay is not used in the calculation of overtime.

BENEFIT PLANS

Effective Date: **July 1, 2016**

PURPOSE/POLICY

The WDBSCW provides a substantial benefits program (hereafter referred to as the Benefits Plan). In addition, employees receive paid leave for vacation and illness. At the time of hire, eligibility for benefits will be included in the Offer of Employment letter. While the current Benefits Plan will prevail, the following summary will give a basic overview of the benefits program. The WDBSCW retains the right to modify the Benefits Plan at any time.

To be eligible for the Benefits Plan (health and dental insurance, group life and accidental death & dismemberment insurance, group disability insurance, medical reimbursement account, and retirement/savings plan), an employee must be hired at 75% time or greater of a 40 hour work week.

PROCEDURE

1. Health and Dental Insurance (Optional)

Employee optional health and dental insurance coverage taken through WDBSCW-approved carriers is effective on the first day of the month following thirty (30) calendar days of continuous employment. Employees must first apply and then furnish requested information to the insurance carrier within 30 days after their first day of work. An employee is not guaranteed enrollment in the health and/or dental plan if they do not apply within those 30 days. For details concerning current health/dental insurance benefits, brochures are available from the CEO/designee.

If an employee chooses health and/or dental insurance, the WDBSCW will contribute 95% of the premium and the employee will contribute 5% of the premium. An employee's insurance contribution will be deducted from the employee's paycheck one month prior to payment by the WDBSCW. The employee is also responsible for any co-pay required by the policies. For further information, check with the WDBSCW's Director of Finance or the insurance providers website.

2. Medical Reimbursement Account

Each July 1, every full-time employee receives a benefit with a value up to \$1,000 in a Medical Reimbursement Account that allows an employee to be reimbursed for actual out-of-pocket medical, dental, and vision expenses incurred by the employee, his or her spouse, or his or her dependent(s). The Medical Reimbursement Account can only be used for items not covered by any insurance coverages you have.

New full-time employees are eligible the first of the month following 30 days of employment. The contribution to a new employee's Medical Reimbursement Account will be prorated based on the eligibility date.

Proof of employee-related expenses will be required prior to reimbursement. Reimbursement forms are available through the WDBSCW's Director of Administration. Check with the WDBSCW's Director of Finance for detailed list of acceptable and nonacceptable expenses that can be reimbursed.

Any balance in an employee's account as of June 30 will not be carried into the next fiscal year (beginning July 1).

3. Group Life and Accidental Death & Dismemberment Insurance

Group life and accidental death & dismemberment (AD&D) insurance coverage is effective on the first day of the month following thirty (30) calendar days of continuous employment. The group life and AD&D insurance benefit is subject to the terms and conditions of the policy. The employer is responsible for the group life and AD&D insurance premium. Each employee will be provided a copy of the group life and accidental death and dismemberment insurance plan booklet.

4. Group Disability Insurance

Group disability insurance coverage is effective on the first day of the month following thirty (30) calendar days of continuous employment. The employer is responsible for the group disability insurance premium. Each employee will be provided a copy of the group disability insurance plan booklet.

5. Retirement/Savings Plan

The WDBSCW retirement/savings plan is effective on the first day of employment. The WDBSCW will contribute 6% of an employee's annual salary to a 401(k) retirement plan established through Oppenheimer Funds, Inc. In addition, an employee may elect to contribute up to 4%, which will be matched by the WDBSCW. The employee's retirement plan contribution will be deducted directly from the employee's paycheck on a semi-monthly basis. These contributions will be calculated and submitted to Oppenheimer Funds within seven business days of payroll deduction. The employee will meet with a fund representative and elect the investment vehicle which best suits their investment requirements.

DOMESTIC PARTNER BENEFITS

Effective Date: **July 1, 2016**

PURPOSE/POLICY

The WDBSCW acknowledges the needs of a diverse workforce and fairness in providing benefits to our employees, their dependents, and their spouses and domestic partners. Therefore, the Organization provides the same benefits to domestic partners as are available to spouses of employees, including medical insurance, dental insurance, beneficiary designations on retirement plans, family and medical leave, and bereavement leave. Employees should refer to their Summary Plan Description (SPD) for plan details.

Domestic partners are those individuals who meet the following criteria:

- Are each other's sole domestic partner and intend to remain so indefinitely
- Maintain a common residence, and intend to continue to do so (or would maintain a common residence but for an assignment abroad or other employment-related, financial, or similar obstacle)
- At least 18 years old and mentally competent to consent to a contract.
- Not legally married or joined in a civil union to anyone else.
- Not the domestic partner of anyone else.
- Not related by blood to a degree of closeness that would prohibit legal marriage in US jurisdiction in which the partnership was formed.
- Are jointly responsible for each other's common welfare and shared financial obligations.
- Intend to continue the domestic partner relationship indefinitely, with the understanding that the relationship can be terminated at any time by either partner.

PROCEDURE

1. Employees who wish to apply for domestic partner benefits must complete a Statement of Domestic Partnership.
2. The original form will be kept in the Accounting department. The employee and the domestic partner will both be furnished a copy of the Statement of Domestic Partnership for their records.
3. This original form will be kept on file indefinitely with human resources and will be deemed effective until one of the following occurs:
 - a. The employee changes the partner designation by completing a new Statement of Domestic Partnership and returns the new form to human resources.
 - b. The employee requests removal of the document and completes a Statement of Termination of Domestic Partnership. Benefits coverage for the domestic partner and his/her dependents will terminate at the end of the month in which the relationship ended.

CONSOLIDATED OMNIBUS BUDGET RECONCILIATION ACT (COBRA)

Effective Date: **July 1, 2016**

PURPOSE/POLICY

When an eligible employee terminates employment with the WDBSCW, the employee or qualified beneficiary is entitled to continue participating in the Organization's group health plan for a prescribed period of time, usually 18 months. In certain circumstances, such as an employee's divorce or death, the length of coverage period may be longer for qualified dependents.

PROCEDURE

1. General notice of coverage is sent to employees and spouses covered by the plan within 90 days of individual's coverage date.
2. Written notice of continued health insurance coverage is provided to the terminated employee and/or dependents by the Director of Finance within 14 days of the qualifying event.
3. Employees must decide whether to continue coverage within 60 days after the date coverage would otherwise terminate due to the qualifying event.
4. If a former employee chooses to continue group benefits under COBRA, he/she must pay the total applicable premium. The first payment must be received 45 days after the initial election, and thereafter, no later than the fifth (5th) working day of each month.
5. Coverage ceases if the former employee fails to make premium payments as scheduled, or within 30 days of the scheduled payment, becomes covered by another group plan or becomes eligible for Medicare, or when the plan terminates for all employees.
6. For detailed information or questions on COBRA, employees are requested to check with the Director of Finance.

WORKERS' COMPENSATION

Effective Date: **July 1, 2016**

PURPOSE/POLICY

The WDBSCW employees hurt on the job, regardless of fault, may be entitled to benefits under Workers' Compensation.

PROCEDURE

Employee Responsibilities

1. Inform immediate supervisor of the injury or accident as soon as possible and no later than 24 hours after the accident. The employee should immediately fill out an insurance form which will include the following:
 - a. Date, time, and place of injury or accident.
 - b. Brief description of and conditions that caused the injury or accident.
 - c. Description of injured parts of the body or disease resulting from the injury or accident.
2. Request doctor to promptly provide information requested by the employer about the condition of the employee.
3. Keep records of all bills, dates of treatment, compensation payment dates worked and not worked, to whom the injury or accident was reported, and any other information relating to the employee's injury or accident.

Supervisor Responsibilities

1. Promptly conduct a thorough investigation to determine if the injury or accident was caused by a work-related incident.
2. Fill out a First Report of Injury form, and forward to Director of Finance for notification of the insurance company.

TRAINING AND DEVELOPMENT

Effective Date: **July 1, 2016**

PURPOSE/POLICY

The WDBSCW believes employees are a valuable partner in meeting the Organization's mission, values, and vision. The WDBSCW supports the development of employees' through both in-house and external training opportunities. It is a joint responsibility between the Organization and employees to identify training opportunities and needs.

PROCEDURE

1. An employee desiring training must complete a written request for the specific training to their immediate supervisor for review and approval.
2. Please allow adequate time for approval from the State Department of Workforce Development.

EDUCATION ASSISTANCEEffective Date: **July 1, 2016**

The WDBSCW does not provide educational or tuition reimbursement.

SECTION 4: TIMEKEEPING AND PAYROLL

HOURS OF WORK

Effective Date: **July 1, 2016**

PURPOSE/POLICY

The WDBSCW maintains work hours based on the efficient management of personnel resources.

PROCEDURE

1. The workweek of the Organization begins 8:00 a.m. Monday and ends 4:30 p.m. on Friday.
2. Standard working hours are 8:00 a.m. to 4:30 p.m. Monday through Friday.
3. Employees may be required to work hours different from their regular schedule, such as evenings or weekends, depending on the needs of the Organization.
4. Employees receive an unpaid meal period of 30 minutes in length.
5. Nonexempt employees scheduled to attend a meeting, training class, workshop, or seminar at the request of the Organization are paid for the hours of the meeting or seminar and the travel time to and from the work site.
6. The Organization retains the option to determine the mode of transportation for which it pays travel time for any given trip. An employee is not paid for travel time exceeding the time required for selected mode of transportation.
7. Travel time to and from home is not considered work time and therefore is not paid.
8. Exempt employees that attend a meeting or class will not receive additional compensation.

OVERTIME

Effective Date: **July 1, 2016**

PURPOSE/POLICY

WDBSCW maintains work hours based on the efficient management of personnel resources. Hourly employees are paid hourly and are paid overtime for working over 40 hours. Exempt employees are paid a salary and do not receive overtime for extra hours worked.

PROCEDURE

1. Immediate supervisor must approve any deviations from regularly scheduled work hours in advance. Immediate supervisor must approve all overtime hours in advance and initial employees' time card/activity reports. Disciplinary action may be taken for no prior approval for overtime obtained, refusal to work required overtime, or failure to record overtime worked.
2. Nonexempt employees will be paid at one and one-half times their regular rate of pay for actual hours worked in excess of 40 hours in a workweek. When calculating overtime, only actual time worked is used. Training and eligible travel time may be counted as time paid in the calculation of overtime.
3. All overtime must be preapproved by the employee's immediate supervisor.

TIMEKEEPING

Effective Date: **July 1, 2016**

PURPOSE/POLICY

Federal and state law and regulations require the WDBSCW to maintain accurate records of all time worked by employees. Employees must record all time actually spent on the job performing assigned duties or other work-related projects.

PROCEDURE

1. New employees receive training during orientation on procedures for completing time sheets.
2. All employees are required to complete a timesheet and turn it in to their supervisor by 9:00 noon two days prior to the end of the pay period. Supervisor will review timesheet for accuracy and sign employee timesheet. Supervisor then submits timesheet to Director of Finance for processing. For hourly employees who estimate their work hours for the last two days of the payroll period, payment of hours worked will be adjusted in the next payroll period, if necessary. All wage adjustments will be implemented and paid in a manner consistent with the accounting practices of the WDBSCW. It is the employees' responsibility to sign time sheets to certify the accuracy of all time recorded.
3. All employees must accurately record the following daily:
 - Beginning and ending work time.
 - Beginning and ending of each unpaid meal period.
 - Beginning and ending time of any split shift or other personal departures from work.
 - Approved time-off (vacation, holiday, jury, etc.).
4. Employees are responsible for recording and verifying their own time worked. Tampering, altering, or falsifying time records or recording time on another employee's time sheet is not allowed and may result in disciplinary action, up to and including suspension/termination.
5. Only actual time worked is to be counted when calculating overtime.
6. The WDBSCW pays employees twice monthly, on the 15th day of the month and the last day of the month. If either of these dates falls on a non-workday, the payroll check will be issued on the last workday prior to the non-workday. Any questions regarding hours or earnings should be discussed with the employee's supervisor first. If necessary, the issue may then be transferred to the WDBSCW's Director of Finance. The Executive Director/CEO has final authority.
7. Income tax laws require that Federal income tax, State income tax, Social Security and Medicare on wages be withheld. In addition to the required tax deductions, certain premiums and contributions that have been preauthorized by the employee will be deducted.
8. Each year employees will receive a statement of earnings (W-2) form for the previous year.
9. Any exceptions to the above procedures must be approved by Chief Executive Officer or designee.

6. Pay Corrections Policy

The WDBSCW follows the Federal and State wage and hour laws (Fair Labor Standards Act). If you have any concerns about your pay, or believe there have been errors in payment amount, in withholding or in deductions in pay for absences or other issues, please promptly inform your supervisor or the Director of Finance.

The WDBSCW will review the concern and will correct any errors as quickly as possible.

PAYCHECK DISTRIBUTION

Effective Date: **July 1, 2016**

PURPOSE/POLICY

The WDBSCW is committed to maintaining appropriate control regarding the security and distribution of employee paychecks.

PROCEDURE

1. Employees receive paychecks or direct deposit vouchers on a semimonthly basis (15th of the month and the last day of the month). If either of these dates falls on a non-workday, the payroll check will be issued on the last workday prior to the non-workday. Any questions regarding hours or earnings should be discussed with the employee's supervisor first. If necessary, the issue may then be transferred to the WDBSCW's Director of Finance. The CEO has final authority.
1. Payroll checks may be electronically deposited to an account at a financial institution that the employee designates. Employees are responsible for notifying the Director of Finance of any change in banks or bank accounts to ensure the proper direct deposit of payroll to the employee's account.
2. Employees who do not have direct deposit may pick up paychecks at the Fiscal Assistant office (3513 Anderson Street, Suite 104, Madison) on paydays during the hours of 8:00 a.m. to 4:30 p.m. For security reasons, paychecks are only released to the individual whose name appears on the check. All remaining paychecks are mailed to the address on record after 1 day. Employees are responsible for keeping their mailing addresses current.
3. Notify the Director of Finance immediately if a paycheck is lost, stolen, or destroyed. If the check has not been negotiated, a duplicate check is issued to the employee, but the employee may be responsible for any stop payment charges assessed by the banking institution.
4. Employees should retain all payroll check stubs for their records. These payroll stubs provide information on a semi-monthly basis that is not otherwise available. Each year employees will receive a statement of earnings (W-2) form for the previous year.

WAGE AND SALARY ADMINISTRATION

Effective Date: **July 1, 2016**

PURPOSE/POLICY

The WDBSCW strives to recruit and retain highly qualified individuals. Equitable and compliant wage and salary administration not only recognizes different performance levels among employees, but also provides financial incentive for employees at all levels of the Organization.

PROCEDURE

5. Employees receive fair and equitable compensation not to exceed salaries for similar positions in the community and do not receive less than minimum wage.
6. Suggested salary increases must be approved by the Executive Committee of the WDBSCW and the Executive Director/CEO.
7. Employees may receive wage/salary adjustment based on the following situations:
 - d. Workload or job responsibilities adjustment
 - e. Change in position
 - f. Merit increases
8. All salaries including any adjustments are recorded in a change of status form and updated accordingly.

PAYROLL DEDUCTIONS

Effective Date: **July 1, 2016**

PURPOSE/POLICY

The WDBSCW makes paycheck deductions from employee paychecks according to various laws and to pay for employee elected benefits. Various federal and state laws require WDBSCW to make deductions for federal, state, and local income taxes and payments, as well as social security. In addition, eligible employees may voluntarily authorize deductions from their paychecks to cover contributions to the pension plan, health insurance, etc.

PROCEDURE

1. Mandatory deductions and wage attachments that are required by law are automatically made from all paychecks issued by the WDBSCW. These deductions may change as they are affected by changes in the amount earned, legislation, and the number of dependents declared.
2. Employees desiring to change the amount withheld for taxes may submit a revised form to the Director of Finance.
3. Additional deductions the Organization is authorized to make, or which are required by law (e.g., garnishments, child support), are automatically deducted and will not be stopped until proper documentation has been received.
4. Court orders, wage deduction summonses, tax levies, and other similar orders against an employee should be immediately forwarded to the Director of Finance.
5. The Director of Finance will:
 - a. Notify the employee of the legal action being taken against him/her.
 - b. Provide the employee with a copy of the official court order or tax levy.
 - c. Inform the employee of the dates the garnishment will be deducted from the employee's paycheck.
 - d. Advise the employee of his/her rights under the Consumer Credit Protection Act (CCPA).
6. In the event that garnishment or similar proceedings are instituted against an employee, the Organization deducts and remits the required amount from the employee's paycheck in accordance with CCPA guidelines.
7. An employee may not be terminated for having a garnishment served against him/her.

TRAVEL/EXPENSE REIMBURSEMENT

Effective Date: **July 1, 2016**

PURPOSE/POLICY

The WDBSCW reimburses employees for approved work-related travel expenses that require the employee to travel outside the WDBSCW's Administrative Office. Any expenses incurred by employees while traveling on approved company business must be noted on the WDBSCW Travel and Expense Voucher. These expenses include but are not limited to meals (outside of the six-county Workforce Development Area), mileage and parking costs.

PROCEDURE

1. The WDBSCW reimburses employees for reasonable meal, transportation, lodging, and incidental expenses actually incurred while traveling for business purposes. Employees are expected to limit expenses to reasonable amounts.
2. The WDBSCW does not reimburse for personal activities while traveling or other expenses such as entertainment, liquor, and dry cleaning.
3. Employees should submit a travel expense report containing receipts upon completion of travel. Expenses are paid to the employees on the next regular pay period following receipt of the request.
4. Mileage is reimbursed at the prevailing IRS rate (which encompasses expenses for general maintenance, insurance, gas, oil, etc.) for travel other than to and from the employee's residence and regular work site and includes:
 - a. Travel from an employee's residence to a different meeting site (or returns) further than the regular work site, in which case only the additional mileage is reimbursed. If the mileage is less, no reimbursement will be made.
 - b. Travel from the regular work site to a different site of official business and subsequent return to the regular work site is reimbursable for the mileage in both directions.
5. Abuse and misuse of the mileage reimbursement requests will subject an employee to immediate disciplinary action up to and/or including termination from employment. The CEO/designee will periodically review the WDBSCW's transportation policies and changes will be made to better accommodate the needs of the organization or staff person.
6. The WDBSCW requires employees to provide proof of a current driver's license each year and proof the employee is insurable and has adequate liability and comprehensive insurance before driving any vehicle on business.
7. Employees involved in an accident while traveling on business must promptly report the incident to the Director of Finance. If an accident occurs, the employee's insurance is primary.
8. Any use of a personal vehicle while on WDBSCW business that results in illegal activity or places the WDBSCW in a less than favorable circumstance, may result in discipline up to and including termination from employment.

9. No unauthorized person may be a driver or passenger in a personal vehicle being used/reimbursed for WDBSCW business purposes, unless approved in advance by the CEO/designee.
10. Employees driving or riding in any vehicle on Organization time are expected to observe area traffic laws, wear seatbelts, and refrain from using cellular telephones. Sample Organization does not reimburse employees for tickets, fines, and other traffic violations incurred by the employee.
11. No WDBSCW staff member is to provide transportation in the staff's own vehicle to any client or non-WDBSCW employee or person during work hours without the express written consent of the CEO/designee for each occurrence.

- 1. Normal travel from home to work and from work to home**—Travel at the beginning of the day and the end of the day is not work time, and the employer need not pay for this amount of time.
- 2. Travel that is all in the day's work**—Travel that occurs within an employee's workday (for example, from one location to another) is always considered work time.
- 3. Home to work on a special one-day assignment**—When an employee undertakes a one-day assignment outside his/her normal work location, all travel time is considered to be an integral part of the employee's principal activities and is considered time worked. However, that normal commuting time may be deducted from the travel time that occurs on that day.
- 4. Travel "away from the home community"**—Travel that keeps the employee away from home overnight needs only to be considered work time when it cuts across the employee's normal work day. However, state laws may vary.

Thus, where an employee normally works 9 a.m. to 5 p.m. Monday through Friday, but travels on Sunday night for an assignment lasting more than one day, the travel time on Sunday night need not be considered work time under federal law. Under federal law, if the travel occurred between the hours of 9 a.m. and 5 p.m. on that Sunday, the portion of the travel time that fell within those work hours would be considered work time, even though Sunday is not ordinarily a work day. Regular meal period time is not counted.
- 5. Work performed while traveling**—Any work that is required is considered work time and must be paid. An employee who drives a vehicle, including his/her personal vehicle, is considered working while driving, notwithstanding the foregoing rules.
- 6. Use of private automobile versus public transportation**—If an employee is given the option of flying to a city (a 3-hour flight), but chooses to drive (a 7-hour trip), the employer may choose to compensate for 3 hours of travel time.

SECTION 5: EMPLOYEE CONDUCT

SAFETY AND FIRE PROTECTION

Effective Date: **July 1, 2016**

PURPOSE/POLICY

To provide employees with a safe place to work, the WDBSCW operates as safely as possible.

During regular office hours, employees are expected to be proactive in maintaining personal and office safety.

PROCEDURE

Entry/Exits

During work hours and on weekends, an electronic key card (access card) is required for building entry to ensure that only building tenants have access to the building. All access cards have special codes that are recorded by the security systems to indicate who is entering the building. The outside doors automatically lock after entry. For the personal safety of employees, when using the access card to enter the TEC Center office building after hours, please ensure that the door is closed and locked after entry. In the WDBSCW administrative office, which has three entry/exit doors, it is expected that all doors be locked (never leave office doors unlocked or blocked open), particularly if an employee is working alone in the office. If an employee is to meet anyone, arrange for the guest to arrive at a time when it is convenient to admit them, or have them call to gain admittance. If any electrical equipment is turned on, including computers, copiers and lights, make sure that it is turned off before leaving the office for the day.

For any emergency at 3513 Anderson Street, contact the Madison Police Department by dialing "911."

If an employee sees any individual who appears suspicious or if they are uncomfortable about any situation, they should call 911 immediately. Any/all emergency calls must be reported as soon as possible to the CEO/designee. Solicitations within the TEC Center and WDBSCW administrative office are not allowed.

Visitors

All visitors and guests of employees, personal or other, must be met at the front desk.

Fire and Related Emergencies

1. Know the location of the nearest fire extinguishers and ensure they are kept accessible at all times.
2. Notify the Director of Administration if an extinguisher is used or if the seal is broken. Extinguishers rated A, B, or C can be used for paper, wood, or electrical fires.

3. All flammable liquids must be stored in approved and appropriately labeled safety cans and not exposed to any ignition source.

In Case of Fire:

1. If the fire is small and contained, locate the nearest fire extinguisher. This should only be attempted by employees who are knowledgeable in the correct use of fire extinguishers.
2. Dial 911 or the local fire department if necessary.
3. If possible, immediately contact 911. Evacuate all people from the area. Assist clients and vulnerable people to evacuate.
4. If the fire is out of control, leave the area immediately. No attempt should be made to fight the fire.
5. Proceed in an orderly fashion to a predetermined location near the building (lobby of the TEC Center 1 building). Be present and accounted for during roll call.
6. When the fire department arrives, direct the crew to the fire. Do not re-enter the building until directed to do so by the fire department.

First Aid

For minor injuries not requiring professional medical attention, there is a first aid kit located in the WDBSCW's kitchen in a drawer labeled "First Aid." Any items that are removed from the first aid kit must be immediately reported to the Director of Administration.

All on-site accidents and/or injuries must be reported to the direct supervisor, even if they require just minimal first aid. In a medical emergency, paramedics may be called to the scene. Call 911 for paramedics. The CEO/designee must be contacted in all cases of potential worker's compensation situations. See **Worker's Compensation** Section.

Emergency Office Evacuation

In the event of a need to evacuate the WDBSCW office, employees should exit the closest exit.

If it is necessary to evacuate the general area of the office building, WDBSCW employees should reassemble in the TEC 1 building (across the parking lot).

DRESS POLICY AND APPEARANCE

Effective Date: **July 1, 2016**

PURPOSE/POLICY

The image we present is an important factor in our dealings with other employees, collaborators, customers, Board members, elected officials, and the general public. Accordingly, each employee is required to wear appropriate attire for the work being performed. Appropriate dress is defined below, although job and work location should be taken into account as well.

PROCEDURE

1. At all times appearance is neat, clean, and professional. Employees with community and client contact are expected to wear appropriate attire.
2. The Director of Finance is responsible for monitoring the dress policy.
3. On preapproved casual days, employees may wear neat business casual attire. The CEO/designee will announce "business casual days." There is no standing "casual dress day."
4. Clothing that contains extensive and/or offensive graphics or messages are not permitted in the workplace or outside the workplace while conducting business.
5. If an employee/volunteer is inappropriately dressed or groomed, he/she is instructed to go home, make necessary changes, and to return to work in a reasonable amount of time. This time will not be compensated. Any questions regarding what is or is not appropriate attire at the Organization should be directed to the Director of Finance.

GENERAL HOUSEKEEPING

Effective Date: **July 1, 2016**

PURPOSE/POLICY

WDBSCW promotes a neat, clean, and orderly work area that contributes to efficiency and creates a good impression for those served.

PROCEDURE

1. Beverages should be kept away from equipment and work materials avoid accidental spills that may damage these items.
2. Empty soda cans, coffee cups, and food containers are to be kept to a minimum for health and safety purposes.
3. Personal items brought into the work area should not overwhelm employees' desks or otherwise create a work hazard.
4. Space heaters and other electrical equipment must be pre-approved prior to use to prevent work place hazards.
5. Music and sound devices should only be utilized in a non-disruptive manner to those around you including other employees and those served. Headphones are permitted.

SECURITY/INSPECTION

Effective Date: **July 1, 2016**

PURPOSE/POLICY

WDBSCW has the right to use and inspect all Organization equipment and property.

PROCEDURE

1. Operations often require others to have access to work areas, desks, files, or computers. There is **no** guarantee of privacy. Authorized individuals may have access and business needs to retrieve information on voicemail and e-mail.
2. All equipment and property are here for business purposes. Management has the right to access and inspect them.
3. Security concerns may warrant inspection of a facility and any personal property on the premises, including vehicles, purses, backpacks, lunch containers, and other items.

SAFE ENVIRONMENT

Effective Date: **July 1, 2016**

PURPOSE/POLICY

To maintain a safe work environment and prevent workplace violence, the WDBSCW does not tolerate acts of workplace violence committed by or against employees and/or all persons involved in the WDBSCW's operation. Employees are prohibited from making threats or engaging in violent acts.

PROCEDURE

1. All employees, volunteers, and community members should be treated with courtesy and respect at all times. Employees are expected to refrain from fighting, horseplay, or other conduct that may alarm or be dangerous to others.
2. All threats of violence, or violent acts, whether direct or indirect, should be reported immediately to the Director of Finance. This includes threats or stalking by employees, clients, community members, vendors, solicitors, or other members of the public. The Director of Finance should attempt to obtain the most specific and detailed information as possible from the affected individual.
3. The Executive Director/CEO determines whether threats of physical violence will be reported to Law Enforcement.
4. All suspicious individuals or activities should be reported as soon as possible to Executive Director/CEO
5. Conduct that threatens, intimidates, or coerces another employee, parent, child, or member of the public at any time, including off-duty periods, is not tolerated. This prohibition includes all acts of harassment (refer to Harassment Policy).
6. The WDBSCW thoroughly and promptly investigates all reports of threats of violence, actual violence, or suspicious individuals and activities.
7. Anyone determined to be responsible for threats of or actual violence or other conduct is in violation of these guidelines and is subject to prompt disciplinary actions up to and including suspension/termination and/or legal action as appropriate.
8. The WDBSCW thoroughly and promptly investigates disputes or differences among employees. These are brought to the attention of the immediate supervisor before the situation escalates into potential violence. The WDBSCW is eager to assist in the resolution of employee disputes and does not discipline employees for raising such concerns.
9. Dangerous or hazardous devices or substances are prohibited on the premises.

WEAPONS

Effective Date: **July 1, 2016**

PURPOSE/POLICY

The WDBSCW strictly prohibits firearms and weapons on the Organization's property. Employees are also strictly prohibited from carrying firearms, knives, or other weapons while they are in the course of their employment, regardless of whether they are on the WDBSCW's property or at a location where firearms or weapons are otherwise allowed. This restriction during the course of employment applies to all employees, and includes any location where the WDBSCW's service is conducted.

This policy does not pertain to authorized security or law enforcement personnel.

PROCEDURE

1. Any employees in violation of this policy are subject to disciplinary action, up to and including suspension/termination and/or legal action as appropriate.
2. All employees are encouraged to report incidents of threats or acts of physical violence of which they are aware. The report should be made to the Executive Director/CEO.

SMOKING/TOBACCO USAGE

Effective Date: **July 1, 2016**

PURPOSE/POLICY

The WDBSCW programs and services will be conducted in a tobacco-free environment in order to promote wellness and maintain a safe, healthy, and efficient work environment. The term “tobacco-free” refers to all forms of tobacco products, consumed by smoking or non-smoking means, such as cigarettes, cigars, pipes, e-cigarettes, snuff, chewing tobacco, etc. This policy applies to all persons in the WDBSCW’s facilities.

PROCEDURE

1. No one may use tobacco anywhere inside the WDBSCW’s office at any time. There are designated smoking/tobacco areas outside.
2. Employees who want to use tobacco during work hours must leave during designated unpaid meal periods.
3. Complaints for violation of this policy should be submitted to the Executive Director/CEO.
4. Any employees in violation of this policy are subject to disciplinary action, up to and including suspension/termination.

DRUG AND ALCOHOL USE

Effective Date: **July 1, 2016**

PURPOSE/POLICY

The WDBSCW ensures the health and safety of others in accordance with the Drug Free Workplace Act of 1988. Accordingly, the unlawful manufacture, distribution, dispensing, possession, use, and being under the influence of a controlled substance (which could include prescription drugs), including cannabis and alcohol, is prohibited on WDBSCW premises.

Any employees in violation of this policy are subject to disciplinary action, up to and including suspension/termination and/or legal action as appropriate.

PROCEDURE

1. Employees are required to notify the Executive Director/CEO of any criminal conviction under a drug or alcohol statute for a violation occurring in the workplace no later than five days after such conviction.
2. Employees who have a problem with the use of controlled substances are encouraged to seek professional advice and assistance. One source of assistance may be a drug rehabilitation program acquired through health insurance provider. If job performance is adversely affected by the use of a controlled substance, an employee must be instructed to seek help from their health provider. Participation in the rehabilitation program is confidential and is encouraged by the Organization; however, it does not preclude normal disciplinary action or relieve an employee of responsibility for performing assigned duties.
3. An employee with a drug or alcohol problem that has not resulted in, and is not the immediate subject of, disciplinary action may request approval to take unpaid time off to participate in a rehabilitation or treatment program under WDBSCW's health insurance benefit coverage or another legitimately recognized rehabilitation program. Leave may be granted if the employee agrees to abstain from use of the problem substance; abides by all policies, rules, and prohibitions relating to conduct in the workplace; and such leave will not cause undue hardship.
4. The legal use of controlled substances prescribed by a licensed medical physician is permitted and is not considered a violation of this policy as long as it does not impair the employee's ability to perform the essential functions of the job effectively and in a safe manner that does not endanger persons involved at the Organization. Employees are encouraged to volunteer this information to the Director of Finance to ensure that all health and safety precautions are taken for all persons involved.
5. Any questions can be directed to the Executive Director/CEO.

ELECTRONIC MEDIA USE

Effective Date: **July 1, 2016**

PURPOSE/POLICY

The WDBSCW maintains that all persons with access to Internet, intranet, and e-mail systems are responsible for seeing that they are used properly and in accordance with the following policy. Questions concerning the policy should be directed to the Executive Director/CEO.

PROCEDURES

Electronic Communication Systems Policy

Involvement with computers and other communication technology plays an important part in the efficient running of the WDBSCW. Employees have access to the WDBSCW's electronic communication systems, which includes telephones, voice mail, facsimile machines, e-mail, and the Internet. The purpose of these systems is to enhance job performance on day-to-day assignments and to facilitate effective WDBSCW-related communications. The WDBSCW employees' actions and communications using the WDBSCW's electronic communication systems may be attributed to the WDBSCW, which in turn, could be held responsible for these actions. Therefore, this policy outlines the proper uses of the electronic communication systems. Employees who violate this Electronic Communications Policy will be subject to discipline up to and including termination from employment.

Company Property and Ownership of All Work Product

All work product, whether on paper, phone, mail or electronic, is the property of the employer and constitutes records of the company. These records may be audited by government agencies, or subpoenaed into court, and should reflect the professionalism of the company and the employee. The WDBSCW is the sole owner of all work or ideas produced in the scope of work by employees and has the right to all present and future use or sale of those works without further consent by or compensation to any person.

Personal Use

Incidental and occasional personal use of the electronic communication systems is allowed, but such use will be subject to this policy and any resulting messages and data are the property of the WDBSCW. Examples of incidental or occasional personal use are use during breaks or lunch or use for no more than a few minutes a day during working hours. This personal use is allowed when it does not interfere with an employee's work performance, interfere with any other employee's work performance, unduly impact the operation of the electronic communication systems, or violate any other provision of this or any other WDBSCW policies.

Telephones

Personal use of the office-based telephone for long distance and toll calls is not permitted except with the use of a personal credit card. Employees should practice discretion in using the WDBSCW's telephones

and making local personal calls. Personal calls are to be limited to those that are absolutely necessary and should be kept as brief as possible.

This includes the use of personal cellular phones during work hours. Personal use of personal cell phones during work time should be kept to an absolute minimum.

Cellular phones, owned and/or paid for by the WDBSCW, are to be turned on and operational when the employee is on paid time away from the office. The telephone's "vibration" alert system may be activated to assure privacy and/or not to interfere with activities. Messages should be returned as soon as possible.

No Privacy

Even though employees may have unique log-in identification codes and passwords to access the electronic communication systems, employees have no privacy in the use of the systems or in any documents, messages, or information created on, with, or transmitted over the systems. The WDBSCW has access to the systems and maintains the right to access and monitor, consistent with the law, all documents, messages, and information created on, with or transmitted over the systems, including e-mail and Internet usage, without notice to employees. All such documents, messages, and information can be reviewed by the WDBSCW consistent with the law.

Monitoring

The WDBSCW monitors the computer usage of all employees and has the ability to do so at any time, including viewing an employee's work, email, internet usage and any other usage at the time it is occurring, and that copies of an employee's usage and any messages received by an employee may be made at the time of usage or anytime thereafter. WDBSCW and its agents have the right to engage in this monitoring and to intercept, retrieve, download, copy, disseminate and use any and all information or messages sent or received whether of a business or a personal nature from the employee's internal or external computer system and Internet usage.

No Offensive Use

Employees using the WDBSCW's electronic communication systems are identifiable as employees of the WDBSCW. Employees therefore must recognize that they may be viewed as representatives of the WDBSCW when they access the systems and they must conduct themselves appropriately. Employees may not use the electronic communication systems in an offensive, harassing, illegal, or defamatory manner. The WDBSCW prohibits the use of the electronic communication systems to send or receive offensive or improper messages such as sexually explicit messages, images, cartoons, or jokes; unwelcome propositions, requests for dates, or love letters; profanity, obscenity, slander, or libel; ethnic, religious, sexual, racial, or other inappropriate slurs; messages containing political briefs or commentary; or any other message that could be construed as harassment or disparagement of others.

Barred Web Site Browsing

Visiting web sites on the Internet that contains sexually explicit or other offensive material is prohibited. Visiting/opening web sites that pose an above average risk of containing computer viruses or "worms" that

could infect the WDBSCW's computer system must be avoided. Any suspicion that a worm or virus has infected an employee's computer must be reported immediately to the Executive Director/designee.

Confidential Information and Illegal Activities

Employees may not improperly disclose confidential WDBSCW information via the electronic communication systems. Employees may not use the systems to solicit for commercial activities, religious or political causes, outside organizations, or other non-WDBSCW related matters. Employees may not use the electronic communication systems for illegal activities or purposes.

Special Note: WDBSCW staff must understand that the WDBSCW is entrusted with confidential information pertaining to customer records. No information about customers may be communicated to anyone, under any circumstances, unless the following is prearranged:

1. The WDBSCW is responding to a bona fide court order demanding specified information. In such case, the court order must be communicated to the CEO/designee, and a signed original copy of the court order must be presented to, and retained by, the WDBSCW; **or**
2. The information is requested by a defined data exchange agreement that has executed a current agreement with the WDBSCW for the sharing of confidential information. Under this circumstance, only "need-to-know" information will be shared; **or**
3. The customer has signed and dated a "release of information" consent form that specifies the information that may be shared. A separate "release of information" form must be executed for each request for information (e.g., procurement); **or**
4. Other business-related reasons specifically authorized by management.

Unauthorized disclosure of confidential information will be cause for disciplinary action, up to and including termination from employment.

Copyrights

Employees are expected to follow copyright or trademark laws. An employee may not copy, download, or use any image, text, video, audio material, software, or other copyright-protected or trademark-protected data, in substantial portions, without appropriate authorization. The WDBSCW's CEO or CEO's designee provides authorization. Any material that is copyrighted or trademark protected that is to be reproduced should follow trademark and copyright laws by contacting the copyright or trademark holder for permission to reproduce. This restriction applies to copying copyright or trademark protected materials from someone else, the local area network, or the Internet.

Security Issues

1. **Viruses.** Because of the increasing threat of viruses and "worms" transmitted via the Internet and e-mail, no Internet or e-mail files may be downloaded or opened unless the source of these files or programs is known to be safe. If there is any uncertainty about the source of these files, you must contact the WDBSCW's Director of Quality and Communications or designee for approval before downloading or opening any potentially damaging files.

2. **Passwords.** Do not give your password to any unauthorized person. The Director of Administration will periodically obtain passwords from all WDBSCW staff using a designated form.
3. **Right to clean/purge.** The WDBSCW reserves the right to clean/purge/erase the contents of the WDBSCW's computers in an effort to resolve virus or other problems that may affect the computer performance. Employees should be aware that they might lose information in this process. The WDBSCW is not responsible for any information lost through this process.
4. **Computer files content back up.** Assuring that computer files are saved on the server is of critical importance for staff who are assigned portable laptop computers. As soon as possible after returning to the office, the computers should be "synchronized," which ensures any changes to documents are now saved on the WDBSCW's server. All documents must be saved in the staff members "my documents" folder instead of the desktop to ensure files are being backed up on the server.

Retention

Electronic communication should be dealt with quickly. The electronic communication systems are methods of communicating information, not storing it for historical or long-term reference. Important electronic communications should be copied electronically and filed appropriately. Employees should to the extent practical, read and respond to electronic communications each workday.

For directions regarding the retention of electronic and paper records, refer to the WDBSCW's Fiscal Policies & Procedures.

Impersonation of Another Employee

Employees are prohibited from attempting to or actually impersonating another person/employee in relation to the electronic communication systems. This prohibition bars, among other things, the checking of another's e-mails or voice mails or accessing the systems with another employee's login code or password without prior approval.

Complaint Procedure

If an employee is subjected to an e-mail or other electronic communications involving improper language, jokes, harassment, sexually explicit, or offensive images, or other communication that is in violation of the "No Offensive Use" subsection of this policy, the employee should immediately report the activity to the CEO/designee.

Electronic Communication Etiquette

Employees must be very careful when drafting electronic communications and treat them like any other form of business correspondence. Remember that electronic communications are easily copied and forwarded and cannot be retrieved after they are sent. The content and quality of employees' writing may reflect on the WDBSCW. Programmed spelling and grammar checks should be used prior to transmitting messages.

Please keep in mind that anything created, received, forwarded, or stored may, and likely will be, reviewed by others and that even deleted files may be recovered.

SOCIAL MEDIA

Effective Date: **July 1, 2016**

PURPOSE/POLICY

The WDBSCW has determined that social media is a tool that can be used to further the mission and goals of the Organization. Social media can provide a cost-effective method of engaging communities in discussion, fostering positive relationships with clients, and representing the WDBSCW in these emerging electronic communications.

While the WDBSCW has no intention of controlling employees' actions outside of work, it is important that employees practice caution and discretion when using Internet-based social media websites and posting content that could affect WDBSCW's business operations or reputation. Nothing in this policy is intended to interfere with employees' rights under the National Labor Relations Act.

These guidelines apply to employees or contractors who create or contribute to blogs, wikis, social networks, virtual worlds, or any other kind of social media and identify themselves as employees of the WDBSCW or comment on the Organization.

While all WDBSCW employees are welcome to participate in social media, employees who participate in online commentary are expected to understand and to follow the following simple but important guidelines. Employees should participate online in a respectful, relevant way that protects the Organization's reputation, forwards the mission and vision of the Organization, and follows the letter and spirit of the law. Staff are expected to never post or create anything that would be potentially embarrassing to the WDBSCW or considered offensive. It should be clear that the views expressed are not necessarily those of the WDBSCW.

PROCEDURES

1. Employees should:
 - a. Always protect themselves, their privacy, and WDBSCW's confidential information. Social media users should always be aware that these types of communications are considered public records.
 - b. Be transparent and state that they work at the WDBSCW. If they are writing about the WDBSCW, they are to use their real name, identify that they work for the WDBSCW, and be clear about their role.
 - c. Never represent themselves or WDBSCW in a false or misleading way. All statements must be true and not misleading; all claims must be substantiated.
 - d. Post meaningful, respectful comments—no spam and no remarks that are off-topic or offensive; use common sense and common courtesy.

- e. Protect sensitive or personal information. Efforts to be transparent should never violate WDBSCW's privacy, confidentiality, and legal guidelines for external communication. Clients of WDBSCW should never be discussed.
 - f. Stick to their area of expertise and feel free to provide unique, individual perspectives on non-confidential activities at WDBSCW.
 - g. Keep disagreements with others' opinions appropriate and polite. If they find themselves in a situation online that looks as if it's becoming antagonistic, they should not get overly defensive and not disengage from the conversation abruptly, but ask the Executive Director/CEO for advice and/or disengage from the dialogue in a polite manner that reflects well on WDBSCW.
 - h. Never comment on anything related to legal matters, litigation, or any parties the WDBSCW may be in litigation with.
 - i. Never participate in social media when the topic being discussed may be considered a crisis situation. Even anonymous comments may be traced back to their or the Organization's IP address. Refer all social media activity around crisis topics to the Executive Director/CEO or Director of Finance.
2. Any employees in violation of this policy are subject to disciplinary action, up to and including suspension/termination.

USE OF MAIL AND SUPPLIES

Effective Date: **July 1, 2016**

PURPOSE/POLICY

The WDBSCW mail facilities are available during working hours for effective communication with the Organization's service recipients and business associates. The WDBSCW's mail system and supplies are not for personal use.

PROCEDURE

1. In order to avoid adding to the volume of mail and shipments, employees may not receive or send out personal mail or packages.
2. Office supplies are not for personal use. The WDBSCW stationery may not be used for personal correspondence as any communication sent out on WDBSCW stationery might be considered official communication.

SOLICITATION

Effective Date: **July 1, 2016**

PURPOSE/POLICY

The WDBSCW prohibits the solicitation of products and services during work time by both employees and non-employees.

PROCEDURE

1. Solicitation includes, but is not limited to, asking employees for funds or contributions, offering goods for sale, asking employees to sign a petition, requesting employees to join a group, or otherwise requesting employees' support or commitment with respect to causes, groups, or interests.
2. During regular work hours, employees are prohibited from soliciting or distributing literature for any purpose. Regular working hours refers to any portion of the workday in which an employee is expected to be performing job duties. Regular work hours do not include such times as lunch, break time or before and/or after work.
3. An employee who is not working may not solicit, or distribute literature to, an employee who is working.

ORGANIZATION BULLETIN BOARDS

Effective Date: **July 1, 2016**

PURPOSE/POLICY

Concerning bulletin boards and their use for communicating with all persons involved in the WDBSCW, only authorized Organization hard copy and electronic bulletin boards may be displayed. Bulletin boards are placed in key locations to be used to communicate employment information to employees.

PROCEDURE

1. The Director of Administration must approve and supervise the posting of all materials on authorized boards. Postings will be limited to Organization-related matters.

STANDARDS OF CONDUCT

Effective Date: **July 1, 2016**

PURPOSE/POLICY

The WDBSCW expects all persons involved in the Organization to act in a professional and responsible way at all times. This means all people are to be treated with respect, courtesy and dignity at all times. Some of the more obvious unacceptable activities are noted below; however, this list is not all-inclusive and other inappropriate conduct may result in disciplinary action.

PROCEDURE

1. All persons involved in the WDBSCW must abide by these standards of conduct.
2. Contact Executive Director/CEO with any questions concerning any standard of conduct or the unacceptable activities listed.

Unacceptable Activities

Unacceptable activities include, but are not limited to, the following:

1. Violation of any Organization rule or policy; any action that WDBSCW deems detrimental to its efforts to meet its mission, vision, and values.
2. Negligence or any careless action which endangers the life or safety of another person.
3. Treating any person with disrespect or discourtesy.
4. Being under the influence of a controlled substance or alcohol while at work; use, possession, or sale of a controlled substance in any quantity while on Organization premises, except medications prescribed by a physician which do not impair work performance.
5. Unauthorized possession of firearms, weapons, or explosives in the workplace or while on duty.
6. Engaging in criminal conduct or acts of violence, or making threats of violence toward anyone on WDBSCW's premises or when representing the Organization; disorderly conduct, fighting, or provoking a fight on Organization property.
7. Insubordination or refusing to obey instructions issued by Executive Director/CEO pertaining to job responsibilities and performance.
8. Threatening, intimidating, or coercing fellow employees at any time, for any purpose.
9. Profanity is prohibited as well as inappropriate jokes or comments regarding race, sexuality, gender, ethnic group, age, religion, sexual orientation.
10. Engaging in an act of sabotage; negligently causing the destruction or damage of Organization property, or the property of all persons involved in the WDBSCW in any manner.

11. Theft or unauthorized possession of Organization property or the property of fellow employees; removal of any Organization property, including documents, from the premises without prior permission from management; unauthorized use of WDBSCW equipment or property for personal reasons; using Organization equipment for profit.
12. Dishonesty, falsification, misrepresentation, or material omission on your application for employment or other work records; lying about medical or personal leave; falsifying reason for a leave of absence or other data requested by the Organization; alteration of Organization records or other Organization documents.
13. Violating confidentiality policy; giving confidential or proprietary information of the Sample Organization to competitors or other Organizations or individuals or to unauthorized Organization employees; working for a competing business while an Organization employee; breach of confidentiality of personnel information.
14. Unsatisfactory or careless work.
15. Any act of harassment, sexual or racial; telling sexist or racist jokes; making racial or ethnic slurs.
16. Leaving work before the end of a work day or not being ready to work at the start of a workday without approval of immediate supervisor; stopping work before time specified for such purposes.
17. Sleeping or loitering during working hours.
18. Excessive use of the WDBSCW telephone and/or time spent on personal calls.
19. Creating or contributing to unsanitary conditions.
20. Failure to report an absence or late arrival; excessive absence or lateness.
21. Obscene or abusive language toward any person; any disorderly/antagonistic conduct on Organization premises.
22. Failure to immediately report damage to, or an accident involving, Organization equipment.
23. Leaving the premises during working hours without immediate Supervisors knowledge or permission.

CORRECTIVE ACTION

Effective Date: **July 1, 2016**

PURPOSE/POLICY

To be effective, disciplinary action should emphasize correcting the problem rather than punishing the offender. WDBSCW's policy provides for progressive disciplinary action to change an employee's job performance or behavior from unacceptable to acceptable. This policy in no way alters the policy of employment-at-will.

PROCEDURE

1. Progressive discipline includes written expectations of performance from the supervisor; verbal conversation and warning of needed job performance improvement; written warning of needed job performance improvement; suspension without pay; and/or termination.
2. Progressive discipline may not be followed in all cases.
3. Depending on the circumstances involved, discipline issued may be a verbal warning, a written warning, suspension without pay, or termination.
4. Depending on the nature of the violation and other circumstances including, but not limited to, the employee's past conduct, one or more "steps" may be repeated or skipped.
5. In some circumstances, immediate termination may result.

SUSPENSION/TERMINATION

Effective Date: **July 1, 2016**

PURPOSE/POLICY

The WDBSCW or the employee may terminate the employment relationship at any time for any reason or no reason at all.

Voluntary terminations are those initiated by the employee and include:

- Resignation
- Retirement
- Failing to report to work as scheduled
- Failing to return from an approved extended leave of absence
- Failing to provide notification and obtain approval for absences of three or more consecutive days

Involuntary terminations are those initiated by the Organization and may include:

- Exhaustion of approved leave of absence
- Inability or failure to perform duties or to meet prescribed standards on the job
- Conduct not in the best interest of the Organization
- Layoff resulting from changes in services, resources, or qualification requirements for designated programs or projects

PROCEDURE

1. In the event unsatisfactory performance continues, the entire matter is reviewed by the Executive Director/CEO. If the employee has been given sufficient guidance and time to improve, suspension/termination is approved.
2. Suspension/Termination must be approved by the Executive Director/CEO.
3. In the case of voluntary termination or resignation, the employee is requested to give at least two (2) weeks' notice of his/her resignation. In all cases, employees are requested to provide a written, signed resignation notice. The supervisor will also sign the notice and forward it to the Executive Director/CEO so that benefit and payroll changes can be made. Vacation time cannot be used during a voluntary termination. Although two (2) weeks' notice is expected when an employee decides to resign, this can vary due to particular circumstances.
4. An employee who does not call in and is absent without leave for a period of two (2) consecutive days is considered to have voluntarily terminated or resigned from his/her employment. The Executive Director/CEO may, for good cause, consider exceptions.
5. Whenever employment is terminated, either voluntarily (resignation) or involuntarily, the CEO/designee will normally conduct an exit interview. Included in the exit interview may be:
 - A review of unpaid salary or expenses;
 - Computation of vacation time;
 - Return of property (keys, handbooks, credit cards, computers, access card, business cards, parking permit, etc.);
 - Completion of a Inventory and Equipment Return Checklist; and

Disclosure of all WDBSCW-related password

Attachment U: Local Board/One-Stop Operator Agreement

Not applicable. The Board holds a contract not an operating agreement.

Attachment V: Priority of Service to Veteran's Policy

Recommendation prepared for The Workforce Development Board of South Central WI – Executive Committee – 10/27/2015

The Workforce Innovation and Opportunity Act requires Workforce Development Boards to establish new policy guidance for services to Adults and Dislocated workers.

1. Recommendation for Workforce Innovation Act Adult Eligibility and Priority of Service

Policy: Implement the basic priority of service strategy for services to Adult customers as stated with in the WIOA draft regulations with the addition of one local category which allows services to persons whose family income is below the region's self-sufficiency standard of 255% of poverty, regardless of their participation in public assistance programs.

Prior Policy - Workforce Investment Act (WIA)	Recommendation: Workforce Innovation and Opportunity Act (WIOA)
<p>Adult Low Income Eligibility</p> <p>Eligibility for Intensive and Training level services through the Workforce Investment Act (WIA) Adult Program in the South Central Wisconsin region will be determined using a scale based on the Federal Poverty Guidelines. The US Department of Labor issues Federal Poverty Guidelines annually. Program eligibility will be determined and documented using the most recent version available. The local income eligibility scale will be 200% of the Federal Poverty level for Columbia, Dodge, Jefferson, Marquette and Sauk County residents. The local income eligibility scale will be 250% of the Federal Poverty level for Dane County residents. This policy was implemented on July 1, 2007 and remains in effect.</p> <p>Extenuating Circumstances Extenuating Circumstances can be discussed with the WDBSCW staff. In all</p>	<p>WIOA Adult Eligibility (Federal Requirements)</p> <p>To be eligible to receive WIOA services as an adult in the WIOA programs, an individual must:</p> <ul style="list-style-type: none"> • Be 18 years of age or older; • Be a citizen or noncitizen authorized to work in the US; and • Meet Military Selective Service registration requirements (males only). <p>Priority for Individualized Career Service and Training Services</p> <ul style="list-style-type: none"> • Public assistance recipients, and/or • Low-income adults; and/or <ul style="list-style-type: none"> ○ Receives an income or is a member of a family receiving an income that, in relation to family size, is not in excess of the current U.S. Department of Labor 70 percent Lower Living Standard (LLS) Income Level or U.S. Department of Health and Human Services (HHS) Poverty Guidelines ○ Homeless ○ Member of household that receives or eligible to receive free or reduced lunch ○ Aging out of foster care ○ Disabled (Only the individual's income considered for eligibility) • Individuals who are basic skills deficient. • Veterans/eligible spouses <p>Local Priority: When funds are adequate to serve all customers who are requesting services under the WIOA priority of service guidelines, then services will be provided to other low income adults whose income falls below the region's self-sufficiency standard which is South Central WI is 255% of poverty which makes persons ineligible for most public assistance.</p>

situations the customer in relation to the extenuating circumstance must meet all state and federal eligibility criteria.	<p>The local income eligibility scale will be 200% of the Federal Poverty level for Columbia, Dodge, Jefferson, Marquette and Sauk County residents. The local income eligibility scale will be 250% of the Federal Poverty level for Dane County residents. This policy will be implemented on November 1, 2015 and remains in effect.</p> <p>Extenuating Circumstances: Extenuating Circumstances can be discussed with the WDBSCW staff. In all situations the customer in relation to the extenuating circumstance must meet all state and federal eligibility criteria.</p>
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Family Size	100% of Poverty As of 10/27/2015	200% of Poverty	250% of Poverty	255% of Poverty
	Annual	Annual	Annual	Annual
1	\$ 11,770	\$ 23,540	\$ 29,425	\$ 30,014
2	\$ 15,930	\$ 31,860	\$ 39,825	\$ 40,622
3	\$ 20,090	\$ 40,180	\$ 50,225	\$ 51,230
4	\$ 24,250	\$ 48,500	\$ 60,625	\$ 61,838
5	\$ 28,410	\$ 56,820	\$ 71,025	\$ 72,446
6	\$ 32,570	\$ 65,140	\$ 81,425	\$ 83,054
7	\$ 36,730	\$ 73,460	\$ 91,825	\$ 93,662
8	\$ 40,890	\$ 81,780	\$ 102,225	\$ 104,270

For Family units of more than 8, add \$4,160 (100% of poverty level) for each additional member

2. **Recommendation for Workforce Innovation Act Dislocated Worker Eligibility:** Broaden the Dislocated Worker customer eligibility beyond the eligibility set the South Central Board under the Workforce Investment Act.

Prior Policy - Workforce Investment Act (WIA)	Recommendation: Workforce Innovation and Opportunity Act (WIOA)
Dislocated Worker Priority of Service Policy Historically, the Workforce Development Board has experienced a shortage of	<p>1. Remove previously established local dislocated worker policy which limited to only persons where there is documentation of a workforce reduction or business closure.</p> <p>2. Implement WIOA Dislocated Worker Eligibility Policy (Federal Requirements) To be eligible to receive WIOA services as a dislocated worker WIOA programs, an individual must:</p> <ul style="list-style-type: none"> • Be a citizen or noncitizen authorized to work in the US; and

<p>Workforce Investment Act (WIA) Dislocated Worker funds, which has created wait lists for WIA program training and supportive services resources. The Workforce Development Board has established a Local eligibility requirement to implement a priority of services for the dislocated worker program. The local eligibility requirement / priority of services policy requires documentation that an individual has been affected by a workforce reduction or business closure. That documentation will be maintained in participant files. This policy was implemented on July 1, 2007 and remains in effect.</p>	<ul style="list-style-type: none"> • Meet Military Selective Service registration requirements (males only). • Meet the definition of a dislocated worker (6 options listed below) <ol style="list-style-type: none"> 1. An Individual: <ul style="list-style-type: none"> • has been terminated or laid off, or has received a notice of termination or layoff, from employment; • is eligible for or has exhausted entitlement to unemployment compensation, or has been employed for a duration sufficient to demonstrate attachment to the workforce, but is not eligible for unemployment compensation due to insufficient earnings or having performed services for an employer that were not covered under a state's Unemployment Insurance law; and • Is unlikely to return to a previous industry or occupation. 2. An individual: <ul style="list-style-type: none"> • has been terminated or laid off, or has received a notice of termination or layoff, from employment as a result of any permanent closure of, or any substantial layoff at, a plant, facility, or enterprise; • is employed at a facility at which the employer has made a general announcement that such facility will close within 180 days; or • For purposes of eligibility to receive services other than training services, career services, or support services, is employed at a facility at which the employer has made a general announcement that such facility will close. 3. The individual was self-employed (including employment as a farmer, a rancher, or a fisherman) but is unemployed as a result of general economic conditions in the community in which the individual resides or because of natural disasters. This includes individuals working as independent contractors or consultants but not technically employees of a firm. 4. The individual is a displaced homemaker 5. Is the spouse of a member of the Armed Forces on active duty, and who has experienced a loss of employment as a direct result of relocation to accommodate a permanent change in duty station of such members; or is the spouse of a member of the Armed Forces on active duty and who is unemployed or underemployed and is experiencing difficulty in obtaining or upgrading employment. 6. A separated service member with a discharge other than dishonorable, who has received a notice of separation from the Department of Defense and is unlikely to return to a previous industry or occupation. <ul style="list-style-type: none"> • UI-Eligible for or Exhausted • Not UI Eligible, but Sufficient Employment Duration <p>This policy will be implemented on November 1, 2015</p>
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Attachment W: Incumbent Worker Training Policy

Not applicable.

Attachment X: Transitional Jobs Policy

The Board does not have a Transitional Jobs policy at this time. We will evaluate this policy and submit if needed with the final plan on March 31, 2016.

Attachment Y: Individual Training Account Policy

The Workforce Development Board of South Central Wisconsin will follow the states guidelines in adding, monitoring and removing training providers from the ITA list. Eligible Training Providers include post-secondary educational institutions that are eligible to receive Federal funds under Title IV of the Higher Education Act of 1965 and also provide a program that leads to an associate degree, baccalaureate degree or certificate, entities that carry out programs under the National Apprenticeship Act and are registered under the Act and other eligible training providers to include community based organizations, private organizations and post-secondary Title IV agencies that offer programs that do not lead to an associate degree, baccalaureate degree, certificate or technical diploma. The WDBSCW staff will communicate with the Department of Workforce Development regarding the adding, removing and monitoring of ITAs.

The state defines the following the responsibility of the local boards.

1. The WDBSCW accepts applications at all time and may have up to 4 weeks to review applications before submitting to the Department of Workforce Development.
2. The WDBSCW distributes and accepts only the DWD approved application
3. The WDBSCW reviews the applications and will ensure the necessary information is provided to determine if postsecondary Title IV training programs lead to an associate degree, baccalaureate degree, certificate, or technical diploma.
4. WDBSCW reviews applications of "Other" providers and reviews all criteria for completeness including a review of minimum performance levels established by the State.
5. WDBSCW requires all contractors and staff to exclusively adhere to the ITA system when working with WIA Participants to identify training providers if WIA training funds are to be requested.
6. WDBSCW will consult with DWD in cases where termination of an eligible provider is contemplated because inaccurate information has been provided, the WIA has been violated or if any questionable issues arise.
7. WDBSCW has established limitations on dollar amount associated with supporting WIA participant training engagements. These are reflected in the WDBSCW Training and Support Policy

Attachment Z: On-the-Job Training Account Policy

Overview

This document outlines the criteria approved by the Workforce Development Board of South Central Wisconsin (WDBSCW), the Department of Workforce Development (DWD) and the Department of Labor (DOL) for developing On-the-Job Training (OJT) contracts.

On-the-Job Training is a strategy to transition participants into employment. On-the-Job Training will help participants gain the needed skills to compete in the workforce and help employers minimize the costs of training new employees while seeing increased gains in productivity.

OJT Contracts should be used to assist WorkSmart Network (WSN) participants who are having difficulty obtaining full-time employment due to specific skill gaps. Employers entering into an OJT contract will hire the participant as a full-time employee and write and adhere to a training plan in partnership with WSN staff.

Section I: On-the-Job Training Criteria

A. OJT Employee Qualifications

- i. **Adult and Dislocated Worker OJT** – OJT is available for WIOA eligible Adult and Dislocated Workers
- ii. **Youth OJT** – OJT is available for Youth who are 18 or older, not attached to a high school (or equivalent) and eligible for WIOA services
- iii. **TAA OJT** – OJT is available for participants enrolled in the TAA program; however, TAA must pay for the employer reimbursement or other training costs. TAA program limits OJT employer reimbursements to 50% of the wages. WIOA funds may not be used to reimburse at a higher level.
- iv. **Reverse Referral** – An individual referred to the program by an employer may be considered for an OJT if the following conditions are met:
 - a. The individual has not already been offered the job;
 - b. The individual lacks the skills necessary for the job;
 - c. Because of the lack of skills, the employer will only hire the individual under an OJT contract;
 - d. The job is open to any qualified applicant;
 - e. The employer meets all other employer qualifications, requirements and responsibilities; and
 - f. The individual has met eligibility requirements for intensive services and has received an assessment, and for whom an individual employment plan has been developed.

B. Employer Responsibilities and Qualifications

i. Responsibilities

- a. The company/OJT employer is the employer of record and responsible for following all employment laws and regulation.
- b. All OJT employees shall be provided benefits and working conditions at the same level and to the same extent as other employees working a similar length of time and doing the same type of work. This will include unemployment compensation where the employer is normally required to provide such coverage to its employees; and
- c. The position provides the participant benefits per company policy which have a monetary value (i.e., insurance, paid leave, profit sharing) other than those required by law.
- d. The OJT agreement will only reimburse the employer for wages the employee worked. Vacation, holiday and sick time will not be covered by the OJT agreement.
- e. Overtime will be reimbursed at the regular base rate.
- f. Employer will need to obtain Union Concurrence if required.
- g. The employment must not have the affect of filling a vacancy created by an employer terminating a regular employee or otherwise reducing its workforce for the purpose of hiring a participant.
- h. The employment must not have the affect of filling a position when any other person is on layoff or strike for the same or a substantially equivalent job within the same organizational unit.
- i. The employment must not fill a position when any other person is engaged in a labor dispute regarding the same or a substantially similar job within the same organizational unit.
- j. OJT cannot be used for a participant's previous employer.
- k. Employer must work with the WSN staff to complete at least three worker evaluations. At least one evaluation must be completed in person or over the phone.
- l. Employer is responsible for communicating with WSN staff if there are significant training issues, if skill attainment is behind schedule, if the training schedule is behind schedule, if there are concerns with workplace conduct or employment status is in jeopardy.

ii. Prohibited worksites for OJT contracts

- a. Public sector employers.
- b. Employers which are casinos or other gambling establishments, swimming pools, aquariums, zoos and golf courses.
- c. That will displace workers.

- d. An employer that has relocated all or part of their business within the previous 120 days where the relocation action has resulted in the loss of employment of any employee at the original site.
- e. Occupations depending on commission as the primary income source.
- f. Professional occupations for which the trainee already possesses a license (e.g. real estate agent, insurance agent, bartender, etc).
- g. Occupations dependent on tips or gratuities as the primary income source.
- h. Occupations which provide for only temporary or intermittent employment.
- i. A low-skilled occupation that would generally require little or no training (i.e., less than six weeks) which is considered to be the normal training period for any new employee.

iii. **Other**

- a. OJT positions **may** be developed with private, not-for-profit employers, such as a 501c3.
- b. DET recommends that participants under WIOA OJT contracts comprise no more than 25% of the employer's employees.
- c. WIOA OJT is not an entitlement program for employers. The decision to enter into an OJT contract with an employer is at the discretion of the service provider and WDBSCW.
- d. Reimbursements for OJT are not intended to be wage subsidies to employer for normal training of employees rather they are intended for extraordinary costs of training WIOA participants. Some of these costs include: more intense supervision, above average material wastage, abnormal wear on tools, down time and a lower rate of production.

C. OJT Determinations

i. **OJT Wage Standards**

- a. DW Base Rate: OJT base rate for Dislocated Worker participants: \$17.00 (Dislocated Worker performance standard)
- b. AD and Youth Base Rate: OJT base rate for Adult and Youth participants: \$10.87 (Adult performance standard)
- c. Wage Rate Exceptions for Dislocated Worker OJT contracts
 - 1. The OJT placement is in a high growth occupation and there is an expectation or ability to meet the DW base rate (\$17.00) upon completion of the training period; or
 - 2. the OJT placement is in a high growth occupation and WSN staff can provide a WORKnet printout showing the average wage for a worker with average experience in that occupation shall earn at least \$17.00 per hour; or

3. the OJT placement is in a high growth occupation and WSN staff can provide information showing lower wage standards based on county of employment for average experience in that occupation .
4. DW OJT with a base wage below \$13.60 will not be approved.

d. Wage Cap

1. DOL has established a wage cap policy that the training reimbursement level is not to exceed a percentage of the state's average wage rate. That is, the training reimbursement percentage is applied against the participant's hourly wage rate *unless* the wage rate exceeds the state's average hourly rate. In that case, the training reimbursement percentage must be applied against the state's average hourly rate (20.62). This limitation on the training reimbursement provides grantees with the latitude in the type of occupations that can be targeted while maximizing the number of OJT opportunities.
 2. The State's average salary is provided by the Bureau of Labor Statistics in the Quarterly Census of Employment and Wages. The most up-to-date annual data is for 2011. The hourly wage cap for Wisconsin is \$20.15.
- e. Overtime hours: Overtime hours will be reimbursed at the base rate.
- f. The OJT agreement will only reimburse the employer for wages the employee worked. Vacation, holiday and sick time will not be covered by the OJT agreement.

ii. Duration

- a. An OJT contract must be limited to the period of time required for a participant to become proficient in the occupation for which the training is being provided. The amount of training hours needs to take into account the skill requirements of the occupation, the academic and occupational skill level of the participant, prior work experience, the participants individual employability plan, job accommodations that may be required and discussions with the employer. The contracted training hours cannot include training normally provided by the employer for new employees such as orientation to the job/business, safety procedures, etc. (Please also see Section III, OJT Paperwork, ii Training Agreement, d. start date and I. skills to be learned through OJT).
- b. OJT contracts cannot be less than 240 hours (equivalent of 40 hours for six weeks) and no longer than 960 hours. Jobs that require less than six weeks of training usually

require no appreciable levels of training beyond periods of orientation that an employer would be expected to cover as part of their normal costs of doing business.

c. OJTs will be full-time employment of a minimum of 32 hours per week.

iii. Reimbursement Rate

Employers will be reimbursed **up to 50%** of the employee's wages. Wage reimbursement above 50% will utilize the states waiver to reimburse employers up to 75% of participants' wages. To utilize the waiver, a participant must be a high priority participant (long term unemployed, and/or who has an extraordinarily large skills gap) who is training with a small business (under 50 employees**). Reimbursement over 50% will comply with the waiver policy set by the Department of Workforce Development (DWD). *A written request must be submitted with OJT paperwork for reimbursement rates above 50%.*

**The employee count is to include full-time and part-time workers, and workers placed through a private placement agency. The count is to be on a company-wide basis for all locations within the State of Wisconsin.

iv. Support Services

OJT participants are eligible for support services. Staff and participants will follow the support services policy already established by the WDBSCW. For the purpose of the support services policy, an OJT engagement will be equal to one semester. OJT participants will be eligible for a maximum amount of \$500 in support services.

Section II: Development and Documentation of On-the-Job Training Agreements

- A. Through career exploration and assessments, the WorkSmart Network staff and participant will determine the appropriate career options and type of training appropriate for the participant.
- B. The WSN staff identifies and documents the need for training and establishes the Individual Employment Plan (IEP). This is also documented in ASSET manage assessments, manage employability plan, manage services and case notes.
- C. Training services shall be documented on the IEP to focus on demand occupations with career advancement and retention goals within the chosen industry.
- D. The WSN staff will be responsible to work with other WSN staff, WDBSCW staff and managers to align Industry Partners/private and private non-profit employers with participants to establish OJT contracts.

- E. Once a participant has been matched to an OJT employer and it has been determined the participant will require training on at least three transferrable skills, the WNS staff shall complete and submit the appropriate forms to request approval for the OJT. (See Section III, OJT Paperwork for more detailed information on OJT Paperwork)
- i. **Required Documents for OJT Pre-approval Consideration**
 - a. Pre-award Review Checklist (signed by employer)
 - b. OJT Training Agreement form
 - c. Training Plan Narrative (signed by employer)
 - d. WIA Reservation of Funds
 - e. WIA Participant Worksheet
 - f. Hire Letter
 - g. Job Description
 - h. Participant Resume
 - i. ONET back-up documentation (if needed)
 - j. Reimbursement waiver request (if needed)
 - ii. **Required Documents for OJT Final Approval and Submission for Payment**
 - a. OJT Training Agreement form signed by employer, participant and WDBSCW
 - b. OJT Assurances signed by employer
 - c. All Pre-approved documentation (listed above)
 - iii. **Required Documents for OJT Maintenance/Participant File**
 - a. Evaluations (one week, mid OJT, upon completion of OJT), at least one to be completed in person or via phone interview.
 - b. Monthly invoicing (All invoices must be submitted to WDBSCW within 30 days of OJT completion date)

Section III: OJT Paperwork

A. Pre-Approval Package

- i. **Pre-Award Review Checklist:** Once a 'verbal commitment' has been made by the employer and WSN staff to enter into an OJT contract, WSN staff must complete the Pre-Award Review Checklist either in person or via a telephone interview to determine whether or not the employer meets all qualifications and assurances. The Pre-Award Review Checklist will be filled out by WSN staff and reviewed and approved by the employer. The employer can approve the checklist by signing the document or confirming correctness via email. If

confirmation is via email, a printed copy of this communication **MUST** be included for pre-approval.

- ii. **OJT Training Agreement Form:** Once it has been determined that the employer is appropriate for an OJT contract (pre-award review checklist), WSN will work with the employer contact to complete the OJT Training Agreement form.
- a. Worksite address should be the location to which the participant will be reporting for regular work. If there is an alternate location to which the OJT reimbursement check should be mailed, WSN staff should fill in the 'alternate mailing address for reimbursement' section.
 - b. OJT Type: If the OJT is for an Adult participant, circle AD, if the OJT is for a Dislocated Worker participant, circle DW.
 - c. Worksite contact/supervisor should be the contact for WSN to develop the Training Plan, complete the evaluations and discuss issues as they arise directly related to the participants training plan. It is common for the worksite contact to be the direct supervisor and the back-up worksite contact to be in human resources.
 - d. Start Date: This is NOT the employment start date. This is the start date for the OJT contract. The start date is NEVER to be the first day of employment. OJT reimbursements are not intended to be wage subsidized for normal hiring, on-boarding or training of employees. The first day of employment is commonly used for paperwork, orientation, tours, etc. and should not be included in the OJT duration. If all new hires in the same or similar position to that of the OJT are required to participate in a program, orientation, training, etc., beyond the first day of employment, that should NOT be included in the OJT duration. For example, if *all* new welders must complete a one week welding safety course, the OJT contract would not begin until the course is complete and individual training begins.
 - e. Rate of Pay per Hour: Should be the actual rate of pay per hour for the new employee, UNLESS the rate of pay is above the State determined Wage Cap of 20.15 (Please see Section I, letter D, iv – "Wage Cap").
 - f. Reimbursement Rate: Should be no more than 50% unless a written request is also submitted to the WDBSCW for a higher rate that follows the waiver guidelines. (Please see Section 1, letter C, ii "Reimbursement Rate").
 - g. Total OJT Hours: Total OJT hours is the duration of the OJT. The total OJT hours should be determined after the Skills to be Learned Though OJT and Training Narrative have been completed and should be the total number of hours from the Skills to Be Learned section of the agreement. Total OJT hours should be no less than 240 hours and no more than 960.

OJT hours should reflect the amount of time it will take to complete additional training in at least three transferrable skill areas. OJT hours should NOT be used to reach a certain dollar amount.

- h. Total Reimbursement Amount: Rate of pay per hour x reimbursement rate x total OJT hours. The average cost of OJT contracts should be \$4,000. If the total reimbursement amount is more than \$5,000, WDBSCW will give priority to OJT's based on participant needs, hourly wage, funding availability, and total benefit package offered by the employer. WDBSCW will require an additional narrative to approve OJT requests above \$5,000, which should be included on the participant worksheet.
- i. Union Concurrence: Required when the position the participant has been hired for is represented under a Union Contract. Written concurrence is required prior to pre-approval by WDBSCW. This can be in the form of an email or formal letter. It MUST come from an appropriate Union representative.
- j. Worksite Schedule: Please fill out to the best of the ability of the supervisor or human resource manager, recognizing that in some cases, schedules may change slightly.
- k. Qualifications/Job Related Skills Participant has obtained prior to OJT: Please list skills participant brings to the position that the employer sees as relevant and beneficial to the position. This will help illustrate appropriateness for the hire and the OJT.
- l. Skills to be Learned through the OJT: This should include *at least* three transitional skills to be learned during the OJT. These should be specific and *detailed* skills with specific hours aligned. These should be specific tools, machines, software programs or techniques. Not be vague areas of study.
- m. Signatures: WDBSCW should be the first signature on the agreement and be dated prior to the first day of employment.
- n. The OJT Agreement must be signed by the participant, employer and WSN staff on or before the participants first day of employment.
- iii. **Training Plan Narrative:** The training plan must include at least three transferrable skills to be learned on the job and the time necessary to learn each skill and must be sufficiently specific to verify that training was provided in accordance with the contract. The training plan must be approved and signed at the time the OJT pre approval package is submitted to the WDBSCW. The employer can approve the plan by signing the document or confirming approval via email. If confirmation is via email, a printed copy of this communication MUST be included for pre-approval.

The following guidelines apply to the Training Plan Narrative:

- a. A brief explanation about why the participant is a good candidate for the position, despite the skills gaps outlined in the training plan.
 - b. Activities (the OJT Agreement) must be described clearly to show that the employer is obligated to conduct training.
 - c. Skills to be learned (measurable) should be separately listed with estimated training times for each.
 - d. Training times must be reasonable.
 - e. Training times must be geared to both the complexity of the job and the abilities of the trainee
 - f. The training plan must include the Specific Vocational Preparation (SVP) amount to support the training duration. SVP can be found on ONet.
 - g. Consideration must be given to recognized reference materials, such as O*NET.
 - h. The training outline must identify the job title of the person(s) responsible for the training.
 - i. The training outline must include measurement and evaluation procedures.
 - j. The trainee, supervisor, and/or trainer should be knowledgeable about the training plan.
 - k. The training site is accessible for individuals with disabilities and/or other special needs.
 - l. Consideration of reasonable accommodation(s), such as providing materials in an alternative format.
 - m. Identification of supportive services necessary for the individual to succeed.
- iv. **WIOA Reservation of Funds:** Semester should be chosen based on *start* date of the OJT. Only ONE funding source should be chosen and that funding source should match the one selected on the OJT agreement. There is no ITA number for OJT contracts. Please just write “OJT” in place of an ITA number. Only *one* reservation of funds forms should be submitted, unless the OJT will go into the next program year. In which case two forms should be submitted, accurately reflecting how many hours of the OJT will be in each program year.
 - v. **WIA Participant Worksheet:** Please include information on the participant worksheet as needed for total OJT amounts over \$5000.
 - vi. **Hire Letter:** Formal Hire letter from the employer stating start date and wage must be included.
 - vii. **Job Description:** Job Description from the employer must be included. If a formal job description or posting does not exist, one must be written.
 - viii. **Participant Resume:** Current resume must be included.
 - ix. **ONET / WORKnet documentation:** Appropriate documentation must be included for OJT’s with wages lower than the target wage stated in the OJT policy.

- x. **Reimbursement Waiver Request:** If WSN staff are requesting a reimbursement rate above 50%, the request form must be submitted showing: the participant is high priority (long term unemployed, and/or who has an extraordinarily large skills gap) and the participant is being trained at a small business (50 or fewer employees**).

**The employee count is to include full-time and part-time workers, and workers placed through a private placement agency. The count is to be on a company-wide basis for all locations within the State of Wisconsin.

B. Final Approval and Submission for Payment (submitted to WDBSCW, hard copy)

- i. OJT Training Agreement form signed by WDBSCW, employer, participant and WSN staff.
- ii. OJT Assurances signed by employer
- iii. All pre-approval package documentation (listed above)
- iv. Fiscal Assistant will notify WSN that the OJT has been received and will be submitted into the fiscal system.

C. Required Documents for OJT Maintenance and Participant File

- i. Three evaluations must be completed throughout the OJT. At *least* one evaluation must be completed in person (or via a telephone interview if necessary). OJT evaluations should be completed one week into the OJT, mid OJT upon completion of the OJT, tracked on the OJT google tracking log and a copy submitted to WDBSCW. Copies should also be kept in the participant file.
- ii. Invoicing: Invoices should be submitted monthly and all invoices must be submitted within 30 days of completion of the OJT. Invoices may be submitted directly to WDBSCW Fiscal Assistant by the Employer or collected by WSN and submitted to WDBSCW Fiscal Assistant.

Section IV: On-the-Job Training Approval Process

- A. WSN staff will submit the OJT Pre Approval Package to WDBSCW Director of Sector Development and Business Services prior to confirming OJT with employer or participant. The OJT Package should include all items on checklist: Pre-award review checklist (signed by employer) OJT agreement form, training plan narrative (signed by employer), reservation of funds, participant worksheet, hire letter, job description, participant resume, O*NET backup documentation (if needed) and reimbursement waiver request (if needed).
- B. The OJT Pre Approval Package can be submitted for approval via email or in person. Fax can be utilized if absolutely necessary.
- C. WDBSCW approval covers: training duration, contract amount and verifying all documentation has been collected and signed where applicable. WSN staff and managers are responsible for accuracy of pre-award review, training plan, WIOA enrollment and relevant paperwork, and verifying the participant is not eligible for OJT funding from other resources (TAA, Veterans, etc.).
- D. WDBSCW will approve OJT Pre Award Package, sign OJT Agreement and return a signed copy to WSN staff. WDBSCW staff available to approve OJT Packages if the Director of Sector Development and Business Services isn't available include: Deputy Director and Executive Director. Please allow 5 business days for WDBSCW approval.
- E. Once the OJT Pre Approval Package has been approved, the WSN staff can confirm the OJT with the employer and participant and obtain signatures. Employee and employer signatures must be collected on or before the employee start date.
 - *If an OJT package is unapproved, the WSN staff will be notified by WDBSCW staff via phone or email with a brief explanation and/or changes that can be made to the package for reconsideration.
- F. All signed paperwork, including assurances, should be turned into WDBSCW final approval and submission to fiscal department for entry into fiscal system.
- G. Copies of approved OJT paperwork with signatures must be provided to WDBSCW, the employer and put in the participant file.
- H. WSN staff will provide the employer with all signed paperwork, the Employer Handbook and the OJT evaluation and contact information form.

Section V: Reporting Services

The WSN staff will complete ASSET documentation. The following ASSET service must be used, in addition to case notes when appropriate.

Adults

- Training service: On-The-Job-Training
- Fund Source: WIOA Title 1B Adult
- Contract ID: choose contract ID that corresponds to participant based on the county the participant lived in at the time of registration/orientation

Dislocated Worker

- Training Service: On-The-Job-Training
- Fund Source: WIOA Dislocated Worker
- Contract ID: choose contract ID that corresponds to participant based on the county the participant lived in at the time of registration/orientation

Section VI: OJT Maintenance

- A. As the employers invoice the WDBSCW for reimbursement the Fiscal Assistant will mail invoice copies to WSN staff to maintain in the OJT file for record of time worked.
- B. WSN staff will ensure communication between the employer and participant is effective and monitor the training contract. They will continue to update ASSET documentation.
- C. The WSN staff will work with the OJT employer to complete three evaluations. The evaluation dates should be set at the time the OJT agreement is signed. Evaluation should be completed one week after the start of the OJT, in the middle of the OJT and upon completion of the OJT contract. Evaluations must use the approved On the Job Training Evaluation. The evaluation is also a time to monitor fiscal expenditures to date. A copy of the evaluations should be kept in the customer file and sent to WDBSCW for their file.
- D. WSN staff are responsible for tracking the OJT timeframe and hours worked.
- E. WSN staff will enter in OJT participant information into OJT google tracking log under either DW, AD or Youth tab. WSN staff are responsible for entering evaluation dates and to *monitor* invoice amounts and dates. WDBSCW staff will enter all invoice amounts and dates.
- F. WSN will keep WDBSCW Director of Sector Development and Business services apprised of any changes to employment status of OJT participant during the OJT training and follow-up period.

Section VII: Invoice Process

- A. The invoice process is only relevant to approved reservations and OJT contracts.
- B. The employer should use the invoice provided by the WDBSCW.
- C. Invoice documentation must reflect participant name, hours worked, rate of pay, dates worked and statement to certify the information is true and correct.
- D. The employer will only be reimbursed for hours on the invoice.
- E. The employer will not be reimbursed for orientation hours or training hours provided to all employees.
- F. Overtime will be reimbursed at the base rate.
- G. The employer will not be reimbursed for paid time off, sick time or vacation time.
- H. The employer must submit invoices for reimbursement at a minimum of monthly.
- I. All invoices must be submitted within 30 days following the completion of the OJT agreement.
- J. Employers with more than one OJT employee may submit one invoice, but the individual documentation must be included in the invoice.
- K. Invoices can be mailed directly to the WDBSCW or emailed to WDBSCW Fiscal Assistant:

Workforce Development Board of South Central Wisconsin

Attn: Fiscal Assistant (Alicia Vann)

3513 Anderson Street Suite 104

Madison, WI 53704

Phone: 608/249-9001

Fax: 608/249-9356

Email: avann@wdbscw.org

Attachment AA: Customized Training Policy

Not applicable.

Attachment BB: Self Sufficiency Definition/Policy

Self-Sufficiency Definition presented at the 10/27/15 Executive Committee and included in the Eligibility and Priority of Service Policy.

1. "...persons whose family income is below the region's self-sufficiency standard of 255% of poverty, regardless of their participation in public assistance programs. "

Attachment CC: Needs-Related Payment Policy

Not applicable.



TRAINING AND SUPPORT SERVICES GUIDE for WDBSCW-administered Programs

v20180222

The Workforce Development Board of South Central Wisconsin and the WorkSmart Network are equal opportunity employers/program service providers. Funding for WorkSmart Network programs and services includes the Workforce Innovation and Opportunity Act (WIOA). Funding for Independent Living programs and services includes the State of Wisconsin Department of Children and Families. If you need assistance to access our services in a different language or need this material in an alternative format, contact us. Deaf, hard of hearing, or speech impaired callers may reach us by using the Wisconsin Relay Services at 711. Proud partners of the American Job Center network.

Workforce Innovation and Opportunities Act (WIOA)

Training and Supportive Services Guidelines

General Guidelines

The Workforce Development Board of South Central Wisconsin (WDBSCW) provides financial assistance through Training and Support Services payments **to assist in degree or occupation** activities of qualifying Workforce Innovation and Opportunity Act (WIOA) customers. All WIOA customers are required to apply for financial aid. The only exceptions will be those customers entering training in which financial aid is not awarded (i.e. programs that are not financial aid eligible (C.N.A., academies, etc.) and students who have a prior Bachelor's degree or higher or have a DACA status).

The WDBSCW will provide funding up to an annual maximum amount of **\$4,000 (\$2,000/semester) for training and support services**. The WDBSCW has specific guidelines to be followed for financial support being requested. All supporting documentation must be provided along with the proper form and submitted to the WDBSCW for approval. All paperwork should be submitted in a timely matter. WDBSCW can take up to four weeks for a payment to be processed.

Funding is not guaranteed.

Training Funding

Tuition

The WDBSCW will fund tuition costs for a customer as long as all qualifications are met and all supporting documentation is completed and submitted to the WDBSCW with the Reservation of Funds Request. **Tuition needs to be funded out of training funds.** All reservations requesting funds for tuition must have an award letter from the customer's school determining the Pell Grant amount or stating that the customer is not eligible for the Pell Grant. Pell Grants awarded are to be directed to tuition costs prior to the expenditure of WIOA Funds. Also attached to the reservation should be a description of tuition costs for the customer. All reasonable efforts must be made to ensure that the WDBSCW pay the training institution directly for tuition rather than the customer.

Support Services Funding

Academic Fees

The WDBSCW will fund academic and institution fees for a customer as long as all qualifications are met and all supporting documentation is completed and submitted to the WDBSCW with the Reservation of Funds Request. **Academic and institution fees need to be funded out of support services.** All reservations requesting funds for academic and institution fees must have an award letter from the customer's school determining the Pell Grant amount or stating that the customer is not eligible for the Pell Grant. Pell Grants awarded are to be directed to academic and institution fees prior to the expenditure of WIOA Funds. Attached to the reservation should be a description of academic and institution fees for the customer. All

reasonable efforts must be made to ensure that the WDBSCW pay the training institution directly for academic and institution fees rather than the customer.

Uniforms

The WDBSCW will fund uniforms for a customer as long as all qualifications are met and all supporting documentation is completed and submitted to the WDBSCW with the Reservation of Funds Request. **Uniforms need to be funded out of support services.** Costs for items will be evaluated based on industry catalogs and current vendor pricing.

- WDBSCW will only pay for uniforms that are required by the training/employer.
- WDBSCW will only pay for two uniforms (e.g., 2 tops, 2 pants, 1 pair of shoes, and 1 watch).
- If the uniforms are for school, the WDBSCW will need a syllabus stating that they are a requirement for the course.
- If the uniforms are for work, then the WDBSCW will need a signed letter from the employer stating they are required for the position.

Tools

The WDBSCW will fund tools for a customer for work or training as long as all proper documentation is provided. **Tools need to be funded out of support services.**

- WDBSCW will only pay for tools that are required by the school/employer.
- If the tools are for school, the WDBSCW will need a syllabus stating that they are a requirement for the course.
- If the tools are for work, the WDBSCW will need a signed letter from the employer stating they are required for the position.
- The WDBSCW will need a detailed list of items and pricing sent in with the reservation.
- When sending in the Payment Request, Staff must also send in all receipts proving that the participant did purchase the tools.

Required Physicals

The WDBSCW will fund a required physical for a customer as long as all qualifications are met and all supporting documentation is completed and submitted to the WDBSCW with the Reservation of Funds Request. **Physicals need to be funded out of support services. Individual/employer payments should be applied before WIOA funds.**

- The Reservation of Funds Request will need to specify the reason for the physical and the amount of the physical.
- If the physical is a requirement of the training course, the WDBSCW will need a copy of the syllabus.
- If the physical is needed for employment, the WDBSCW will need a letter from the place of employment stating that it is required.
- WDBSCW will need a copy of the receipt showing proof of payment in order for the participant to be refunded.

Books

The WDBSCW will fund the cost of books for a customer as long as all qualifications are met and all supporting documentation is completed and submitted to the WDBSCW with the Reservation of Funds Request. **Books need to be funded out of support services.**

- The WDBSCW will need a copy of the syllabus with a detailed list of books and costs associated.
- The WDBSCW prefers to pay the institution directly for book costs whenever possible.

- The WDBSCW will only fund the cost of books required by the training provider.

Test Fees

The WDBSCW will fund the cost of testing fees for a customer as long as all qualifications are met and all supporting documentation is completed and submitted to the WDBSCW with the Reservation of Funds Request. **Test fees need to be funded out of support services.**

- The WDBSCW will need a copy of the syllabus or program materials detailing the test requirement and costs associated.
- Test costs being covered must result in a credential/certification which meets WIOA requirements and is directly connected to industry standards.
- Test fees need to be funded out of support services.

Required School Supplies

The WDBSCW will fund school supplies for a customer's training as long as all proper documentation is provided. **Required school supplies need to be funded out of support service funds.**

- The WDBSCW will need a syllabus stating that the supplies are a requirement for the course.
- The WDBSCW will need a detailed list of items and pricing sent in with the Reservation of Funds Request.
- When sending in the Payment Request, Staff must also send in all receipts proving that the participant did purchase the supplies.
- Supplies being requested need to be above and beyond the typical school supplies of paper, pencils, pens and folders and should be for program specific supplies (i.e. scientific calculators).
- The WDBSCW will not reimburse for computers or software.

Transportation (Mileage, Bus Passes, Parking Permits/Passes, Car Repairs)

Note: All of the following transportation costs need to be funded out of supportive service funds.

Mileage

The WDBSCW will reimburse customers for mileage to and from school, job search, or work. The WDBSCW's current reimbursement rate is 20 cents per mile. The total amount requested from all submitted Payment Requests can't exceed the approved mileage amount on the Reservation of Funds Request.

- The Reservation of Funds Addendum will need to indicate the number of miles the customer will be traveling per week.
- Driver must have and maintain a valid Wisconsin driver's license.
- Customer must fill out the Mileage Form and have it signed by the instructor and Program Staff. This form is required to be submitted with the Payment Request.
- If a group of customers are carpooling together, only the driver can be reimbursed for mileage. The WDBSCW will not reimburse the driver for extra miles driven out of their way to pick up another customer.
- WDBSCW will not reimburse another driver.
- Only one round trip per day per training, job search, or employment location will be eligible for mileage reimbursement.

Bus Passes

The WDBSCW will purchase bus passes for program customers where public transportation is available. Bus Passes may be used by customers for transportation associated with school/job search/ or work.

- The Reservation of Funds Addendum will need to indicate the number of passes requested.

Parking Permits/Passes

The WDBSCW will purchase parking permits/passes for program customers when necessary. Parking permits/passes must be necessary to participate in school or work activities. The amount of time covered by the permit/pass must be directly connected to program activities.

- The Reservation of Funds Addendum will need to indicate the time or duration the permit/pass is covering.

Car Repairs

The WDBSCW will fund car repairs for a customer as long as all qualifications are met and all supporting documentation is completed and submitted to the WDBSCW with the Reservation of Funds Request.

- WDBSCW will only approve car repairs if no other form of transportation is available.
- Repair request must be accompanied by documentation to support why the funds are necessary for the person to participate in the program or employment.
- Copy of vehicle registration will need to be verified by Program Staff. This copy does not need to be submitted with the Reservation.
- WDBSCW will not pay for repairs that exceed the blue book value of the car.
- Customer must have a valid Wisconsin driver license; this will need to be verified by Staff. A copy of the license does not need to be submitted with the Reservation.
- The amount requested on the Payment Request can't exceed the amount requested on the Reservation of Funds Request.
- Customer must provide three estimates and must be from an established auto repair business.
- All three estimates must be for the same repairs.
- It must be documented that the vehicle is not safe to drive by the auto repair business submitting the estimate.
- WDBSCW will not pay for vehicle body work, insurance, ordinary or maintenance costs.
- Program Staff must fill out Car Repairs Check List. Once completed, the check list needs to be signed by the participant and the Program Staff. Submit all supporting documentation with the Reservation of Funds Request to the WDBSCW.

Childcare

The WDBSCW will fund Childcare for a customer as long as all proper documentation is completed and submitted to the WDBSCW. Every effort should be made to reimburse the childcare provider directly rather than the customer. Requests to reimburse the customer may be made with proper extenuating circumstances should the provider require a payment schedule that does not coincide with the WDBSCW funding structure. The amount requested from all submitted Payment Requests cannot exceed the amount requested on the Reservation of Funds Request.

(1) Childcare needs to be funded out of support services.

Childcare (continued)

- Staff must verify that the customer is not eligible for full childcare assistance through other eligible programs. Documentation must be provided with the reservation verifying that the customer is not eligible for other childcare assistance programs or is receiving less assistance than the total cost of childcare. If this documentation is not available at the time the reservation is prepared, it must be attached to the first dependent care voucher.
- Cost information must be provided in the childcare section of the Reservation of Funds Addendum and must be submitted with the Reservation of Funds Request.
- Childcare must be provided by **a licensed/certified childcare provider**. Provider name, address, license number/certification number, and Federal ID number/social security number must be recorded on the Reservation Addendum and Dependent Care Voucher.
- Customer must complete a Dependent Care Voucher (DCV), signed by the childcare provider, and submit the DCV with the Payment Request.
- Staff must specify on the Payment Request the name and address of the childcare provider that the check should be sent to.

Rent/Housing Assistance

The WDBSCW will fund rent for a participant as long as all qualifications are met and all supporting documentation is completed and submitted to the WDBSCW with the Reservation of Funds Request. **Rent/housing assistance needs to be funded out of support services.**

- WDBSCW will need a copy of the customer's lease.
- WDBSCW will only pay for rent if an eviction notice has been issued or if the request is to address a homelessness situation.
- WDBSCW will only cover customer's portion of the rent.
- Housing Assistance should only be requested when no other funding option is available.
- Payment will only be granted if there is a plan to pay the subsequent payments without WDBSCW assistance.
- WDBSCW will not pay for security deposits.
- The amount of the Payment Request or invoice must match the amount approved for rent on the Reservation of Funds Request.
- WDBSCW must pay the landlord directly.

EXTENUATING CIRCUMSTANCES CAN BE PRESENTED TO WDBSCW STAFF WITH PROPER JUSTIFICATION.

Independent Living (IL) Grant – Supportive Services

Supportive Services Guidelines for Independent Living (IL) Program

Purpose

The Workforce Development Board of South Central Wisconsin (WDBSCW) holds the Independent Living (IL) Grant, which serves young adults who have aged out of foster care.

In addition to the standard WIOA services for which we provide funding, there are specific services that are provided under the IL Grant. The WDBSCW has specific guidelines to be followed for financial support being requested. Those same guidelines apply to the IL Program.

IL Supportive Services Funds should be used as the last resort. Every effort should be made to identify and align with other funding sources and programs. Whenever possible, concurrent enrollment of IL participants into WIOA or other programs is encouraged to support efficient coordination of resources and services.

The Independent Living Program offers assistance to help young adults ages 18-21, who have aged out of foster care, achieve self-sufficiency. Independent Living funds may not be used for young adults who are currently in out-of-home care. The young adult must age out or have aged out of out-of-home care, a court-ordered guardianship, or a court-ordered out-of-home placement in order to be IL eligible. The WDBSCW will identify and verify a young adult's eligibility for IL funds.

As part of the transition process all Independent Living young adults must establish a budget for the next 12 months. This budget will be developed in consultation with the WDBSCW Program Staff to support the inclusion of all living expenses. Additionally, the IL young adult must apply for FoodShare and ensure their BadgerCare Plus enrollment is updated before any IL grant resources can be expended.

Summary of Support Services Available Through the IL Grant

Acquiring Personal Documents

The IL Grant resources may fund the cost of acquiring personal documents, such as birth certificates or social security cards, for a participant as long as all qualifications are met and all supporting documentation is completed and submitted to the WDBSCW with the Reservation of Funds.

Required Physicals

The IL Grant resources may fund a required physical for a participant as long as all qualifications are met and all supporting documentation is completed and submitted to the WDBSCW with the Reservation of Funds. The cost for mental health services that are not covered by health insurance are eligible for IL program supportive services on a case by case basis.

Housing Assistance – Rent and/or Security Deposit

The IL Grant resources may fund rent and/or security deposit for a participant as long as all qualifications are met and all supporting documentation is completed and submitted to the WDBSCW with the Reservation of Funds. An example of housing assistance could include:

Housing Assistance (continued)

- Rent
- Groceries
- Utilities
- Basic necessities
- Furniture and Appliances
- Emergency Funds

Insurance

An IL young adult may have a need for insurance other than health care. The WDBSCW will fund the cost of insurance for a participant as long as all qualifications are met and all supporting documentation is completed and submitted to the WDBSCW with the Reservation of Funds.

Approval will be on a case by case basis.

Drivers Education and Related Fees

The WDBSCW will fund the cost of obtaining a driver license, such as instructional costs and fees, as long as all qualifications are met and all supporting documentation is completed and submitted to the WDBSCW with the Reservation of Funds.

EXTENUATING CIRCUMSTANCES CAN BE PRESENTED TO WDBSCW STAFF WITH PROPER JUSTIFICATION.

Sample scenario for IL participant who has aged out at high school graduation

Many IL participants will be leaving their out-of-home care arrangements at 18 years of age. As a result, they will need to establish new living arrangements that may require they find an apartment and purchase items for the first independent living situation. An allocation of up to \$2,000 is allowed to establish the homestead.

Moving to an independent living arrangement (Homesteading):

Participant completes high school first week of June will need:

- Security Deposit
- Rent
- Furniture
- Basic necessities

Groceries

Budget one month.

Participant is required to apply for require Food Shares Wisconsin

Work-Related Clothes

Set up a purchase order with resale shops or store for purchasing.

Health Care

Participant must apply for Badger Care Plus.

Child Care

Budget one month and then gap funding is needed to supplement child care after subsidies.

Independent Living (IL) Grant - Educational Training Vouchers Independent Living (IL) Program - Guidance for Education and Training Voucher (ETV) Funds and the Department of Children and Families (DCF) Scholarship

ETV Funds Purpose

Under the Independent Living (IL) Grant, young adults who aged out of foster care and who are IL eligible are able to access additional funding when enrolled in post-secondary education. The purpose of the ETV program is to help IL eligible young adults make the transition to self-sufficiency by receiving the post-secondary education, training, and services necessary to obtain employment. ETV funds are to be utilized to help establish, expand, or strengthen post-secondary educational assistance for IL eligible young adults.

ETV Program Requirements

Each young adult will participate in the development of their education plan. The education plan should include:

A plan for successful completion of secondary education:

- Links and/or communication with secondary or postsecondary (as appropriate) educational counselors, officials and/or support persons;
- A plan for completion of required applications, tests and financial aid forms;
- A plan for providing and obtaining support during postsecondary educational/training

All Independent Living young adults must establish a budget for one year in consultation with the WDBSCW Program Staff that includes full costs of educational and living expenses. Once the budget is established the student will be assisted in applying to the DCF Scholarship and submitting the Free Application for Federal Student Aid (FAFSA).

All Independent Living young adults, who are enrolled in post-secondary education and who wish to have access to ETV funds, must submit a FAFSA and accept the Pell Grant if offered. IL young adults must also apply for the DCF Scholarship. DCF Scholarship funds are awarded from the Wisconsin Department of Children and Families, and the young adult must fill out an application and submit it to the Department of Children and Families.

All reservations requesting ETV funds must include an award letter from the DCF Scholarship Program and an award letter from the school with the Pell Grant amount or stating that the young adult is not eligible for the Pell Grant.

The Independent Living young adult must be an enrolled student at an institution of higher education. An institution of higher education is defined as one that:

- admits as regular students only persons with a high school diploma or equivalent,

- or
- admits as regular students persons who are beyond the age of compulsory school attendance,
- awards a bachelor's degree or not less than a two-year program that provides credit towards a degree; or,
- is a vocational program that provides training for gainful employment with not less than one year of training and has been in existence for at least two years; or,
- is accredited or pre-accredited

ETV Fund Reservations

ETV Funds are accessed through the reservation of funds process with the WDBSCW. Attached to the reservation should be a description of tuition and other educational costs for the customer. The WDBSCW has specific guidelines to be followed for financial support being requested. All supporting documentation must be provided along with the proper form and submitted to the WDBSCW for approval.

Expenditures may include, but are not limited to:

- Tuition, fees and books
- Room and board
- Rental or purchase of required equipment, materials or basic school supplies
- Transportation
- Special study projects
- Tutors
- Child care
- Computer related items
- Testing required for entry to program

Computers

Independent Living participants may be in need of computers for post-secondary education. The WDBSCW has a limited supply of surplus technology which may be accessed upon request. The WDBSCW staff may require up to seven (7) business days to confirm technology availability. A technology loan agreement will be established with the student. This agreement will outline appropriate uses, maintenance expectations and limitation.

Fund Source Order and Limits

Income (if awarded) must be applied to expenses in the following order:

- DCF Scholarship Funds
- Pell Grant
- WIOA funds; both training and support (if applicable)
- ETV funds: for items not covered by any of the funds above or as a gap fund source.

Combined with the DCF Scholarship, ETV awards may not exceed the cost of attendance or \$5,000 (whichever is less) if attending a 2- or 4-year institution, or as otherwise directed by the DCF (dependent on availability) per student per academic year.

It is recommended that young adults first utilize the DCF Scholarship Program and other grants for payment of tuition, fees and books, before accessing ETV Funds.

*ETV funds may **NOT** be used for activities related to college search, completing high school coursework or count for high school credit.*

Reservation Process and Required Forms

The reservation process allows Program Staff to reserve program funds to support a participant's employment and education. This guidance covers what forms need to be completed and how to complete them.

Requesting Funding

It is the responsibility of the Program Staff to determine the appropriate use of training and support funds. Staff should only send in a Reservation of Funds Request if it is an appropriate request.

- *For additional information on appropriate use of funding, please see the Training and Supportive Services Guidelines. All funding requests must comply with local policies and procedures and all related program guidelines and regulations.*

Forms

There are six main forms used to reserve and provide training and support funds for participants:

1. **Reservation of Funds Request:** This form is used to reserve funds for a participant under training and/or support funding.
2. **Reservation of Funds Addendum:** This is an attachment to the Reservation of Funds Request form that provides additional information for select requests made. The items requiring additional information are noted with an asterisk (*).
3. **Justification for Funding Request/Extenuating Circumstances Form:** This form provides training support information and details as to why the funds being reserved are needed.
4. **Contract Request:** This form indicates that a contract needs to be sent to a vendor based on the approved Reservation of Funds Request.
5. **Payment Request:** This form is used to initiate payment from the funds that were reserved by the Reservation of Funds Request.
6. **Reservation of Funds Amendment:** This form is used to change the amount of funding reserved from the amount that was initially approved on the Reservation of Funds Request form. This change can reflect either an increase or decrease in the amount of funding.

All the above forms and supporting documentation are stored on the Google Drive.

Submitting Paperwork

- Reservations must be sent to the WDBSCW in a timely manner to allow time for consideration and processing. Three weeks prior to the training start date or the date supportive services will begin is the recommended amount of lead time to ensure the Reservation is

reviewed and approved before training starts and to allow for any follow up documentation to be processed.

- Paperwork should be submitted via US mail or hand delivery. Fax is also acceptable. Documents that **do not** contain personally identifiable information of the participant may be emailed to the Fiscal Assistant.

Please see Attachment 1 for more detail and guidance.

Reservation of Funds Request

This form serves as the means for reserving program funds to support a participant's employment and education.

The participant cannot sign the Reservation of Funds Request prior to the date he or she was put into participation.

- The participant **cannot** sign the Reservation of Funds Request after the date the training begins when requesting tuition assistance or any other item required for training (e.g., academic fees, books, uniforms, supplies, etc.).
- If the participant is requesting assistance for any other supportive service that is not directly required for class (e.g., transportation or childcare assistance), the Reservation of Funds Request may be signed after class begins, however, the amount of funding that may be requested will be limited.
 - *Funding may only be requested for costs that will be incurred beginning on the date the Reservation of Funds Request was signed. Expenses incurred between the training start date and the date the Reservation of Funds Request was signed are not eligible for reimbursement.*

Section A: Participant Information

- **Name:** (*last, first, middle initial*)
- **User ID:** Refers to the participant's social security number. Record ***only the last four digits*** of the social security number.
- **PIN:** Record the participant's *ASSET PIN* (if applicable to program).
- **Address, County, and Home Phone Number:** Participant's most current residential information.
- **Change of Address:** Check the change of address box to notify the Fiscal Assistant if the participant's address has changed since submitting prior paperwork.
- **Currently Employed:** If the participant is employed, check the employed box.
- **Eligible Veteran under WIOA:** If the participant is an eligible veteran under WIOA, check the veteran priority box.
- **Currently in Good Academic Standing:** Verify that the participant is in good academic standing and answer accordingly. *This only applies to participants attending long-term training.*
 - According to the WDBSCW's Training Priority policy, a participant

must maintain a minimum of a “C” average in all courses. If “No” is selected, an Extenuating Circumstance Justification must be completed.

Section B: Reservation Information

- Reservation Period: Select the appropriate reservation period for the requested training and/or support funds from the drop down menu.
 - ***The reservation period is determined by the training and/or support start date.***
 2. Only one reservation period should be selected per Reservation of Funds Request.
 - There are four reservation periods within the program year:
 - Summer (July 1 – August 15)
 - Fall (August 30 – December 31)
 - Winter (January 1 – April 30)
 - Mid-term (May 1 – June 30)

Please see Attachment 2 for more detail and guidance on requests that will extend over the program year end of June 30th.

- Program: Chose the appropriate funding source from the drop down menu.
- Participation Date: Fill in the participation date of the participant’s current program.
- Participant Type: Check either New or Continuing.
 - A participant is considered “New” only if they have never received funding through a Reservation previously.
- Company of Dislocation: If the participant is a Dislocated Worker, you ***must*** provide the company of dislocation.

Section C: Training Fund Reservation Information

Approved Individual Training Account (ITA) Program Number

If the participant will be attending training, the ITA number associated with that ***exact*** training program or stackable credential within that program ***must*** be recorded in this field even if only requesting support funds.

- If the participant is not attending training and is only requesting support funds, leave the ITA field blank.
- An ITA number is not required for non-WIOA program participants.
- This website has the complete listing of ITA numbers:
<http://www.wisconsinjobcenter.org/ita/presentation/SearchBy.aspx>

Academy

If the participant will be attending an academy, select the “yes” check box.

- *If a participant is attending multiple academies in the same reservation period, a Reservation of Funds Request form and accompanying set of*

supporting documentation should be completed for each academy: one for each ITA approved training program.

Please see Attachment 3 for more detail and guidance on Academies.

Anticipated Completion Date for Training Program

The anticipated completion date is the date that the participant will complete all of the training for the ITA number entered. (i.e., the participant's graduation date)

Course/Program/Field of Study

The name of the training program that the participant is attending.

Career Goal

The career goal should be what career the participant will pursue once training is complete. (i.e., registered nurse, accountant)

Tuition or Other Training Funds Requested

Write in the amount of funds being requested next to the appropriate category detail of tuition or Other Training Funds.

Please see Attachment 4 for more detail, guidance, and example.

- o *OJT training funds should be requested on the Other Training Funds detail line.*

Please see Attachment 5 for more detail and guidance.

Section D: Support Service Fund Reservation Information

- Academic and Institution Fees: Request the amount of fees charged by the training institution unrelated to the actual tuition or course fee.
 - o *Examples include: administrative fees, material fee, student activity fee, student insurance fee, academic achievement fee, field trip fee, and supplemental fee.*

Please see Attachment 4 for more detail and guidance.

- Books: Only the cost of required books may be requested.
- Test/Exam Fees: Requests for test, exam, certification, or permit costs.
- Uniforms: A maximum of \$150 may be requested for up to two sets of uniforms for an eligible program.
- *Childcare: Childcare costs can only be requested for care provided by a licensed childcare facility.
- *Mileage: Mileage must be calculated based on the number of days and miles.
- *Bus Passes: Calculate based on type of pass and number of bus passes requested.
- Housing/Rent Assistance: The Rent/Housing Assistance Checklist needs to be submitted with the Reservation of Funds Request form and is located on the Google Drive.
- Other Support Services: Must specify each item and cost per item.
- Total: The total amount of support funds being reserved must equal the detailed amounts.

Staff should reference the Training and Supportive Services Policy to know the respective limits and required documentation for each support service.

Section E: Participant and Staff Acknowledgements

- All Reservation of Fund Request forms require the signature of the participant and Staff along with the date signed.
- The printed name of the Program Staff and his or her fax number, phone number and email must also be provided.

Section F: WDBSCW Fiscal Use Only

- The bottom section is for the Workforce Development Board use only.

Reservation of Funds Request: REQUIRED DOCUMENTATION

The following documentation is **required for all Reservations** regardless of what specific costs are requested:

- Justification for Funding Request/Extenuating Circumstance Form
- Labor market information: *For all new participants or a continuing participant's first Reservation after changing career paths.*

The following documentation is required for all Reservations requesting tuition, academic and institution fees, books, uniforms, or any other item directly required for training (except for test fees):

Tuition

Detailed tuition bill or statement from the training organization. Participant's name must be on the printout.

Class Schedule

Document listing the class start and end dates for the semester, short term training program, or of each individual class taken. Participant's name should be visible on the printout.

- If the participant is in an academy, attach the academy schedule in place of an individual class schedule.
- If the participant is in a long-term training program, please verify that all of the classes funding is being requested for are a required part of the participant's program. If there are classes listed on the participant's class schedule that funding is not being requested for, please clearly mark this on the schedule. If funding is being requested for a class that is not required, complete the Extenuating Circumstances Justification section of the Justification for Funding Request/Extenuating Circumstance Form.
 - o For Madison College participants: If the participant is taking a class that is not listed on the required program course outline but is deemed an acceptable alternative by the college, please include one of the following:
 - The participant's Academic Advisement Report. Please highlight the course in question.

- An instructor or advisor email detailing the course requirement.

FAFSA Application

(For financial aid eligible training programs only). At a minimum, the participant's SAR (Student Aid Report) or an email from Federal Student Aid stating that the participant's FAFSA application has been received or processed must be included with the Reservation. If the participant's determination letter is available at the time the Reservation is completed, submit that document instead to prove the final award amount.

Training Program Course Outline

(For participants in long-term training only). A list of all required classes for graduation from the program.

Academic and Institution Fees

Tuition bill or statement from the training organization: A detailed statement required for participants attending one of the colleges. Participant's name must be on the printout.

Books

List of required books and their prices. Participant's name must be on the printout or the course information on the printout must match the courses listed on the Participant's class schedule.

Please see Attachment 4 for more detail and guidance on requesting books.

Uniforms

Class syllabus or other provider document stating that uniforms are required.

Required School Supplies, Tools, Boots, or Other Clothing Items

Class syllabus, instructor statement, or other provider document showing supplies are required. Printout of supplies cost. Purchase Order section of the Reservation of Funds Addendum completed if a purchase order is needed.

- **Note:** *General school supplies, software, or computers are not allowable costs.* The following documentation is required for all Reservations requesting the following supportive services:

Tests

- CNA Tests: If a completed exam application to the Red Cross is available at the time the Reservation is completed, attach it. Otherwise, no additional documentation is necessary to be included.
- GED Tests: See the GED testing process section of **Attachment 5** regarding additional documentation and requirements.
- PTCB Test: Printout of PTCB test information and cost.
- Other Tests: Documentation of general information and cost of test. Class syllabus or program document showing that the exam is required.

Please see Attachment 6 for more detail and guidance on Test Fee Processes.

Childcare

Class schedule and Childcare Information section on the Reservation for Funds Addendum.

- *See the Training and Supportive Services Guidelines document for guidance on additional documentation that must be sent.*

Mileage

Class schedule and mileage information section on the Reservation of Funds Addendum.

- The mileage reimbursement calculation is: round trip mileage x number of days attending class x .20 = reimbursement.

Bus Passes

Bus pass information section on the Reservation of Funds Addendum.

Vehicle Repairs

The Other Support Service fund information section on the Reservation of Funds Addendum and the Car Repairs Request Checklist.

- *See Car Repair Request Checklist and the Training and Supportive Services Guidelines for guidance on necessary documentation.*

Rent/Housing Assistance

See Rent/Housing Assistance Checklist and the Training and Supportive Services Guidelines on additional necessary documentation.

Other Supportive Services

The Other Supportive Services fund information section on the Reservation of Funds Addendum. Training provider or employer verification that the cost is required for training or employment and documentation of cost.

Keep the following in mind when completing Reservation of Funds Request:

Financial Aid

If financial aid has not been determined at the time the Reservation is being completed, include the participant's SAR (Student Aid Report) or email from Federal Student Aid. Estimate how much tuition will not be covered under the Pell Grant and request that amount on the Reservation of Funds Request. The amount of Pell that may be awarded for the year is listed on the SAR. To estimate the amount of tuition that should be requested on the Reservation of Funds Request, divide the amount of Pell listed on the SAR in half, and then request any amount of tuition that is not covered by that semester's amount of Pell.

Books

If required textbooks have not been determined yet for the participant's classes at the time the Reservation is completed, estimate the amount of funding that will be

needed on the Reservation of Funds Request based on best estimates.

Note

The use of reasonable estimations should only be provided if required amounts and documentation are not available in a timely manner. Keep in mind that once actual costs can be determined, those costs need to be articulated and submitted with the correct required documentation in order to complete the paperwork process.

Reservation of Funds Addendum

This form serves as a worksheet once the *Reservation of Funds Request: Section D* has been completed and should accompany the Reservation of Funds Request if the following apply:

Section A: Participant Information

- Name: (last, first, middle initial).
- PIN: Record the participant's *ASSET PIN* (if applicable to program)

Section B through F

The respective sections should be completed only if any of the following support services are being requested on the Reservation of Funds Request form:

- Childcare
- Mileage
- Bus Pass/es
- Parking Costs
- Other Support Services: *as approved by WDBSCW*

Section G: Purchase Order Request

- If the participant needs a purchase order sent out on their behalf; the purchase order section of the Reservation of Funds Addendum needs to be completed.

Please see Attachment 7 for more detail and guidance.

Section H: Staff Acknowledgements

- Staff must complete this section before submitting.

Justification for Funding Request/Extenuating Circumstances Form

This form serves as the justification for why training and/or support is needed and **must** accompany every Reservation of Funds Request form regardless of whether it is a new or continuing participant.

- Date and PIN: Enter date and the participant's *ASSET PIN* (if applicable to program).

Section A: Participant Information

- Participant Name: Enter participant name.
- Authorized Program Staff and Contractor Agency: Enter the name and agency of the Staff completing the form.
- Program: Choose the appropriate funding source.

3. Section B: Employment and Economic Self-Sufficiency (ESS)
 - Answer the questions appropriately within the section. *Make sure that requested documentation referenced is attached.* If applicable, complete the Extenuating Circumstances Justification section.
4. Section C: Extenuating Circumstances Justification
 - Extenuating Circumstance Justification section allows the Program Staff to make a case on behalf of their participant as to why funding should be approved when a training or program criteria is not met.
 - o Identify what training criteria is not met and then justify why funding should still be granted. If there are multiple criteria that are not met, identify and provide justification for all of them.
 - o Example: *Participant is requesting funding that exceeds the limits set, training program is not financial aid eligible, currently unemployed and does not have the financial means to pay the additional tuition.*

Section D: Funding Request

- Complete the individual line items with best current information and submit documents verifying amounts requested.
 - o **Note:** *For participants in long term training, these dates should correspond to the start and end dates of the current semester.*

5. Section E: Attainment
 - Complete based on requested information.

6. Section F: Participant and Staff Statements
 - Participant and Staff signatures and date signed are required.
 - o **Note:** *Authorized Manager Signature required only if the Extenuating Circumstances Justification section is completed.*

Contract Request

A Contract Request is generally used for tuition, books, uniforms, and supplies purchased from an outside vendor. A Contract Request generates a Contract to a vendor for an approved Reservation of Funds Request. The Contract sent to the vendor is the WDBSCW's agreement to pay the vendor up to the amount specified on the Contract.

Please see Attachment 8 for more detail and guidance.

- *This form should be completed once information is made available to accurately reflect costs reserved regarding training and supportive service costs and Staff have been notified of an approved Reservation of Funds Request or Reservation of Funds Amendment.*
- *Any additional documentation gathered after submitting the Reservation of Funds Request should be submitted with the Contract*

Request form.

- o **Note: Madison College participants:** Tuition and Academic and Institution fee Contract Requests should not be submitted until after the first day of class in order to verify that the participant is actually attending class.

Section A: Participant Information

- **Name: (last, first, middle initial)**
- **PIN:** Record the participant's ASSET PIN (if applicable to program).

Section B: Reservation Information

- **Reservation Period:** Select the appropriate reservation period for the requested training and/or support funds from the drop down menu.
- **Program:** Choose the appropriate funding source from the drop down menu.
- **Approved Individual Training Account (ITA) Program Number:** Approved ITA number must be filled out correctly. This is especially important for participants with multiple approved Reservations in the same semester.
- **Course/Program/Field of Study:** The name of the training program that the participant is attending.
 - o **Note:** The Contract Request and Reservation of Funds Request must have the same information covered in this section on the respective forms.

Section C: Contract Request Information

- **Vendor Name:** The Contract should be issued to the institution or vendor in which the participant will be needing training and/or items from.
 - o *Separate Contract Request forms must be submitted if the items are needed from different institutions or vendors*
- ☐ **Vendor Address:** The complete address must be recorded to ensure the Contract is sent to the correct address.
- ☐ **Vendor Fax:** Optional, but list if available and requesting that the Contract be faxed to the vendor.
- ☐ **Contract Amounts:** The amount of needed funding must be requested on the respective contract amount detail lines and should reflect the most current information available.
 - o *If multiple items are needed for the same institution or vendor, all of the items may be requested on one Contract Request form.*
 - o *If a Contract amount is less than the detail amount previously requested on the Reservation of Funds Request, a Reservation of Funds Amendment **must** also be attached to correct any differences.*

Section D: Staff Information

- Staff must complete this section before submitting.

Once the Contract has been processed, the Fiscal Assistant will make three copies. One will be kept at the WDBSCW, one will be sent to the vendor and the other copy will be sent to Staff.

Contract Request: REQUIRED DOCUMENTATION

The following guidance only applies to items requested on the Reservation of Funds Request or Reservation of Funds Amendment, which will require a contract to be sent to the respective vendor. The Contract Request amounts must reflect the most current billing or cost information available.

- If the amount(s) requested on the Reservation of Funds Request or Reservation of Funds Amendment were not estimated at the time of request was submitted and the current amount of needed assistance has not changed since, only the Contract Request Form needs to be submitted for those particular item(s). No other documentation needs to be sent.
- If the amount(s) requested on the Reservation of Funds were not estimated at the time the request was submitted but the current amount of needed assistance has changed since (e.g. the participant added a class and the amount of needed tuition assistance has increased), the updated supporting documentation must be submitted with the Contract Request. A Reservation of Funds Amendment must also be submitted to correct for the funding difference.
- *If the amount(s) requested on the Reservation of Funds Request were estimated due to a lack of documentation at the time the Reservation of Funds Request was completed, wait until the required documentation is available and actual amounts can be calculated before submitting a Contract Request. See below for additional guidance regarding next steps once this documentation is made available:*

Financial aid and tuition documentation

Once financial aid has been awarded, check the amount of the Pell grant award against the current tuition bill to find the actual amount of tuition and academic and institution fees that will not be covered by Pell. Next, compare this figure against the amount of estimated tuition requested on the Reservation of Funds Request. If any differences exist, correct for them with a Reservation of Funds Amendment. If requesting additional funding, please explain why on the Reservation of Funds Amendment. At this point a Contract Request may be submitted for the updated amount of Tuition and Academic and Institution Fees if needed. Attach the financial aid determination letter and tuition bill to the Contract Request.

Books cost documentation

Once the list of required textbooks has been determined, add up the actual costs of these books. Compare this figure against the estimated amount on the

Reservation of Funds Request and submit a Reservation of Funds Amendment to correct for any differences. Please explain why additional amounts are being requested on the Reservation of Funds Amendment. At this point, a Contract Request may be submitted for the needed book costs. Please also submit the printout of the required textbooks and their prices.

- **Note:** *If documentation proving an item's cost and/or requirement for class was not previously submitted with the Reservation of Funds Request or the Reservations of Funds Amendment, it must be attached to the Contract Request. Contracts Requests will not be processed if this documentation is missing from the participant's paperwork.*

Payment Request

A Payment Request is used to reimburse the participant directly, but can also be used to directly pay other organizations. A Payment Request is used to notify the WDBSCW that payment needs to be sent against an approved Reservation of Funds Request.

- The WDBSCW may take up to four weeks to process payments.
- **Note:** *If documentation proving an item's requirement for class was not previously submitted with the Reservation of Funds Request or the Reservation of Funds Amendment, this documentation must be included with the Payment Request. Payment Requests will not be processed if this documentation is missing from the participant's paperwork.*

Section A: Participant Information

- **Name:** (last, first, middle initial)
- **User ID:** Refers to the participant's social security number. Record ***only the last four digits*** of the social security number.
- **PIN:** Record the participant's *ASSET PIN* (if applicable to program).
- **Address, County, and Home Phone Number:** Participant's most current residential information.
- **Change of Address:** Check the change of address box to notify the Fiscal Assistant if the participant's address has changed since submitting prior paperwork.

Section B: Payment Request Information

- **Payment Period:** Select the appropriate reservation period for the requested training and/or support funds from the drop down menu.
- **Program:** Choose the appropriate funding source from the drop down menu.
 - **Note:** *The Payment Request and Reservation of Funds Request must have the same information covered in this section on the respective forms.*
- **Alternate Check Address:** Check this box if the check needs to be sent to an address other than the Participant's and then complete the Name and Address section.

Section C: Training Payment Information and Section D: Support Service Payment Information ***It is Staff responsibility to verify that the participant has enough funding reserved for each specific detail item before submitting a payment request.***

- Payment amount requested should be written on the appropriate detail line either under training or support. Indicate which month(s) funds are being requested for supportive services. The respective **Totals** must be entered appropriately.
 - ***Note:*** *The item's classification must match that of the Reservation of Funds Request.*
- Staff **should not** submit a Payment Request form for any item or amount that they have already submitted a Contract Request or Purchase Order Request (on the Reservation of Funds Addendum) for.
- The WDBSCW is a tax exempt 501(c)(3) organization and is not subject to reimbursing for sales tax incurred. Also, under federal regulations and guidelines, any form of penalties, late fees, or fines are disallowed costs and will not be reimbursed. These amounts should be deducted before requesting payment.

Section E: Participant and Staff Acknowledgements

- Staff need to complete this section requiring name, signature, date, phone, fax, and email.
- Participant name, signature, and date are required on the Payment Request form when:
 - Seeking direct reimbursement for an approved out-of-pocket expense that was directly paid by the participant **only** and proper proof of payment can be established.
 - When submitting a Payment Request along with any application or invoice required to be submitted on behalf of the participant with payment.
- ***Note:*** *Participants must pay for their own expenses when seeking reimbursement for costs. However, a purchase cannot be made on behalf of the participant and then the participant request reimbursement from the WDBSCW on behalf of another party or for another party.*

Reservation of Funds Amendment

This form is used when the amount of funding requested on a previously submitted and/or approved Reservation of Funds Request or Reservation of Funds Amendment needs to be changed and the change relates to the same reservation period as that of the original Reservation of Funds Request.

Section A: Participant Information

- **Name:** (last, first, middle initial).
- **PIN:** Record the participant's *ASSET PIN* (if applicable to program).
- **Address and County:** Participant's most current residential information.

- Change of Address: Check the change of address box to notify the Fiscal Assistant if the participant's address has changed since submitting prior paperwork.

Section B: Payment Request Information

- Reservation Period: Select the appropriate reservation period for the requested training and/or support funds from the drop down menu.
- Program: Choose the appropriate funding source from the drop down menu.
 - o **Note**: *The Reservation of Funds Amendment and Reservation of Funds Request must have the same information covered in this section on the respective forms.*

Section C: Training Fund Reservation Amendment and Section D: Support Service Fund Reservation Amendment

- Request to Add or Request to De-obligate Funds: Check the appropriate box or boxes in either section as it applies.
 - o If requesting additional funds: write the amount(s) on the respective training and/or support detail line(s) in the add funds column.
 - o If funds are no longer needed: write the amount(s) on the respective training and/or support detail line(s) in the de-obligate funds column.
- The amount(s) need to be totaled on the respective "Total Additional Amount" and "Total De-obligated Amount" lines.
- Total Net Fund Change: This amount should be calculated by Staff and the total change entered in both the Training and Support Service Section as it applies:
 - o *Additional Funds needed: positive number should be entered*
 - o *Decrease in Funds needed: negative number should be entered*
- **Note**:
 - o *If the entire remaining balance of the Reservation of Funds Request is being de- obligated for the end of a reservation period only, the total remaining balance may be recorded on the "Total De-obligated Amount" line in each respective section. The detail lines do not need to be completed.*
 - o *Amendments do not need to be completed if the remaining balance that needs to be de- obligated is \$10 or less.*

Section E: Reason for Amendment Request

- A description of why a change in funds is being requested should be provided if the request is being made for anything other than an end of period de-obligation.
- When requesting additional funding, backup documentation to support the additional cost must be attached to the Reservation of Funds Amendment.
 - o *The Reservation of Funds Addendum must also be submitted when requesting to add or transfer funds for **Childcare, Mileage,***

Bus Pass(es), and Parking showing the revised calculations.
The Reservation of Funds Addendum must be completed if a purchase order needs to be sent.

Section F: Staff Acknowledgements

- Staff must complete this section before submitting.

Section G: WDBSCW Fiscal Use Only

- The bottom section is for the Workforce Development Board use only.

Personally Identifiable Information

“Personally Identifiable Information” means an individual’s last name and the individual’s first name or first initial, in combination with and linked to any of the following elements, if the element is not publicly available information and is not encrypted, redacted, or altered in any manner that renders the element unreadable:

1. The individual’s Social Security Number;
2. The individual’s driver’s license number or State identification number;
3. The number of the individual’s financial account, including a credit or debit card account number, or any security code, access code, or password that would permit access to the individual’s financial account;
4. The individual’s DNA profile; or
5. The individual’s unique biometric data, including fingerprint, voice print, retina or iris image;
6. The individual’s unique biometric data, including fingerprint, voice print, retina or iris image, or any other unique physical representation, and any other information protected by State or Federal law.

Reservation Request – Split Across Program Year

This guidance applies to situations where a training begins in one program year and ends in the next program year. It does not matter if a training begins in one *reservation period* and ends in another, so long as the training is contained within the same program year.

(1) When filing out a Mid-term (May 1 – June 30) Reservation of Funds Request, be aware that certain expenses *must* be requested separately by program year.

Training and Required Support Services

If a short-term training program, academy, or if all of the semester-long classes *start* in the Mid- term reservation period (May 1 – June 30) and end in the Summer (July 1 – August 15) reservation period; *all tuition, fees, books, materials, and other items required for the training are requested on a Mid-term Reservation of Funds Request.*

- If a participant is taking multiple courses over the Summer semester:
 - o Check the start date of each individual course.

- o If a participant has some courses starting within the Mid-term reservation period (May 1 – June 30) and other courses starting in the Summer reservation period (July 1 – August 15), the tuition and other items required *must* be requested on separate Reservation of Funds Request forms for the respective reservation period.
 - For example: Tuition, fees, books, materials associated with the Mid-term courses; those starting prior to June 30, will have to be requested on a Mid- term Reservation of Funds Request. Those costs associated with the Summer courses; starting after June 30, would have to be requested on a Summer Reservation of Funds Request.
- o Any general academic and institution fees that cannot be tied to any one course in particular, should be requested in full on the Mid-term Reservation of Funds Request.
- o Both Reservation of Funds Requests must include a complete set of applicable documentation: financial aid info, tuition statement, class schedule, program outline, etc.

Supportive Services: Transportation and Childcare Services

If the training begins in the Mid-term reservation period (May 1 – June 30) and extends into the Summer reservation period (July 1 – August 15) and these supportive services are needed over the entire duration of the training, the support services *must* be requested on separate Reservation of Funds Requests for the respective reservation period.

- For example: Requesting mileage; Staff would request an amount in mileage for only the time period between the training start date and June 30th and include that amount on the Mid-term reservation . Mileage needed during the period beginning July 1 through the training end date would be requested on the Summer Reservation of Funds Request.
- o If Transportation and/or Childcare support services are being requested only on the Summer Reservation of Funds Request, the following documentation must be included with the Summer Reservation of Funds Request:
 - A copy of the Mid-term Justification for Funding and Extenuating Circumstance Form.
 - If the Summer request is an extenuating circumstance while the Mid- term request is not, then a new Justification for Funding Request and Extenuating Circumstances From must be completed for the Summer period with the Extenuating Circumstances Justification section completed.

- A Summer period Reservations of Funds Addendum.
- A copy of the class schedule.

Academy Reservations

- A Reservation of Funds Request is needed for every registered academy participant who attended at least the first day of the academy, whether or not the participant is requesting any additional support services. The Reservation of Funds Request form also serves as documentation of academy attendance.
 - o The tuition detail line on the Reservation of Funds Request form remains blank.
 - The cost per student is determined at a later time by the Fiscal Department at the WDBSCW.
 - o If the participant is *not* requesting any supportive services, then leave all of the detail lines under Section D on the Reservation of Funds Request form blank.
 - o The following documentation *must* be included with the Reservation of Funds Request form:
 - Justification for Funding and Extenuating Circumstance Form
 - Labor market information
 - If the academy is for basic skills and does not directly lead to a specific career field, labor market information for the participant's career goal should be included instead.
 - Class schedule
 - Reservation of Funds Addendum if requesting support service funds
 - Cost documentation of any needed items
 - Funding for additional items should be submitted as soon as possible.
 - Please indicate to the Fiscal Assistant as to when Reservation of Funds Requests will be submitted and when the participants need their requested items.

Requesting Tuition and Books

Program Staff must examine the participant's tuition bill for charges. Participants attending any educational institution must provide a detailed tuition statement that breaks down the charges.

- If the tuition statement references that other fees such as books or materials are included in the cost of tuition, but no set cost is attached to these items, the entire cost should be requested on the tuition detail line.
- If the tuition statement references that other fees such as books or materials are included in the cost of tuition and a cost is attached to these items, the costs of those items should be requested on the respective detail lines on the Reservation of Funds Request form.

There are three types of charges that may be included on the tuition bill:

- Tuition: relating to direct classroom instructional costs
- Academic and Institution fees
- Other: books, materials, exams, etc.

Tuition

These costs should be requested in Section C on the “Tuition Fees” detail line on the Reservation of Funds Request form.

- Direct tuition charges make up the majority of the cost that is charged by the training institution.
- Keywords on the statement to help identify these costs:
 - o Tuition
 - o Program fees
 - o Direct tuition charges

Academic and Institution Fees

These costs should be requested in Section D on the “Academic and Institution Fees” detail line on the Reservation of Funds Request form.

- Academic and Institution fees are additional school or class related costs charged by the training institution.
- Keywords on the statement to help identify these costs:
 - o Administrative fee
 - o Application fee
 - o Activity fee
 - o Supplemental fee
 - o Material fee

Other – Books, Materials, Tests, Etc.

The costs of books, materials, or certification exams should be requested in Section D on the respective Reservation of Funds Request detail line.

- Costs that do not relate to the existing detail line items in Section D should be requested in the “Other Support Service” detail line on the Reservation of Funds Request form.

Sample Tuition Statement

On the detailed tuition statement, each individual class has a series of charges associated with it. Only the Program Fees may be requested on the tuition detail line on the Reservation of Funds Request. All of the others fees (Academic Achievement Fee, Material Fees, Supplemental Fee, Commuter Supplemental Fee, and Online Course Fee) must be totaled up and requested on the "Academic and Institution Fees" detail line. In this example, the maximum amount of tuition that may be requested is \$782.10 and the maximum amount of academic and

Account Details

ID: [REDACTED] Business Unit: MATC1
 Account Number: TUI001 - Fall 16 Account Balance: 941.70

Debits: 941.70 Credits: 0.00 Applied: 0.00 Unapplied: 0.00

				Find View 3	First <input checked="" type="checkbox"/> 1-10 of 10 <input type="checkbox"/> Last
Item	Term			Amount	
Class	Installment ID	Last Activity Date	Balance		
Books/Materials	Fall 16		20.00	Item Details	
Computer Forensics		04/21/2016	20.00		
Academic Achievement Fee	Fall 16		3.90	Item Details	
Web Application Security		04/19/2016	3.90		
Academic Achievement Fee	Fall 16		3.90	Item Details	
Computer Forensics		04/19/2016	3.90		
Commuter Supplemental Fee	Fall 16		46.00	Item Details	
		04/19/2016	46.00		
Material Fees	Fall 16		10.50	Item Details	
Web Application Security		04/19/2016	10.50		
Material Fees	Fall 16		10.50	Item Details	
Computer Forensics		04/19/2016	10.50		
Program Fees	Fall 16		391.05	Item Details	
Web Application Security		04/19/2016	391.05		
Program Fees	Fall 16		391.05	Item Details	
Computer Forensics		04/19/2016	391.05		
Supplemental Fee	Fall 16		32.40	Item Details	
Web Application Security		04/19/2016	32.40		
Supplemental Fee	Fall 16		32.40	Item Details	
Computer Forensics		04/19/2016	32.40		

[Return](#)

institution fees that may be requested is \$159.60.

Pell Grant and Determining Tuition

The WDBSCW can only provide assistance for the amount of total tuition billed, which includes program fees and academic and institution fees combined, less the amount of Pell Grant awarded.

- If there is a remaining amount of total tuition that needs to be paid after subtracting out the amount of the Pell award, the remaining amount must be requested in Section C on the "Tuition Fees" detail line of the

- Reservation of Funds Request form.
- If the participant did not receive any Pell or is in a program that is not financial aid eligible, the total amount of tuition billed must be requested on their respective detail lines.
- If the participant does not require any tuition assistance or if their Pell award covers the total amount of the tuition billed, neither tuition nor academic and institution fees may be requested.

Priority of Tuition Over Academic and Institution Fees

The WDBSCW prefers that requesting training funds (tuition charges) on the Reservation of Funds Request form be given priority over academic and institution fees (support funding) in *situations where the cost exceeds the funding limits and there is no extenuating circumstance request*.

Examples

Each example remains within the funding limit guidance.

- If a participant has a \$3,000 tuition bill and \$500 of that is academic fees, \$2,000 should be requested as tuition and nothing should be requested as academic fees on the Reservation of Funds Request form.
- If a participant has \$2,100 tuition bill and \$200 of that is academic fees, \$1,900 should be requested as tuition and \$100 should be requested as academic fees on the Reservation of Funds Request form. This way, the maximum amount of tuition is being requested first before requesting any amount in academic fees.

Requesting Books

If the participant's textbook summary is available at the time the Reservation of Funds Request is being completed, the new book price rather than the used book price should be used as the requested amount.

The following guidance only applies to participants enrolled at Madison College: If the participant's textbook summary shows that the textbooks have not been determined yet, the required books may be posted at madisoncollegebookstore.com. Fill in the requested information about the student's courses at this site and any determined books will be listed. Printouts of these books is acceptable supporting documentation to the Reservation of Funds Request, Reservation of Funds Amendment, or Contract Request paperwork.

OJT Reservations

The start date of the OJT determines which reservation period is selected.

It does not matter if a training begins in one reservation period and ends in another, so long as the training is contained within the same program year.

If the duration of the OJT is contained within one program year, the only one Reservation of Funds Request is required for the duration of the OJT. If the duration of an OJT crosses from one program year (June 30) into the next program year, two separate Reservation of Funds Requests must be completed so that the costs are associated with the correct program year.

- For example: if the duration of the OJT runs from June 1 to September 30,

the training costs that will be incurred from June 1 to June 30 must be requested on one Reservation of Funds Request, and the training costs that will be incurred from July 1 to September 30 must be requested on a separate Reservation of Funds Request.

- The second Reservation of Funds Request will always have a reservation period of Summer.
 - Only one Reservation of Funds Request is needed for the new program year even if the OJT end date occurs after the Summer reservation period.
 - A copy of the OJT agreement and copy of the first Justification for Funding Request and Extenuating Circumstance Form must be provided with the Summer Reservation of Funds Request.

7. Reservation of Funds Request Amounts

Training Funding

To determine how much funding is incurred in each respective year, count the number of hours that the employee will work within each program year. Next, multiple this figure by the hourly wage and then by the reimbursement rate. The resulting amount must be requested on the respective Reservation of Funds Request.

- *The combined amount of OJT training funding requested on both Reservation of Funds Requests must total the amount recorded on the OJT agreement.*

Support Funding

Any items required for the OJT must be requested in full on the first Reservation of Funds Request.

Transportation services must be split across the two separate Reservation of Funds Requests according to the amount needed in each respective program year.

Testing Process Guidelines

8. CNA Testing Process

No additional documentation is required to be submitted with the Reservation of Funds Request when requesting assistance with the CNA exam. Once the Reservation of Funds Request has been approved, please *submit a Payment Request* along with the following documentation:

- Participant's Application for the Competency Examination
- Clear copy of participant's driver's license and social security card.
(This identifying information will be removed from WDBSCW files following payment.)
- Copy of certificate of completion from participant's CNA training.

The cost of the exam will be paid directly by WDBSCW to Pearson Vue in the form of a corporate check and the additional documents requested above will be mailed with the check for processing.

Once Pearson Vue receives and processes payment, they will contact the

participant to schedule taking the exam.

If the participant pays Pearson Vue directly on their own in order to schedule the exam sooner, WDBSCW can reimburse the cost only if it is shown that the participant paid the cost. Confirmation of exam registration and a receipt showing that participant directly paid the fee must be attached to the Payment Request in order to reimburse the participant.

Note: The WDBSCW prefers to pay Pearson Vue directly whenever possible.

GED Testing Process

Madison College Participants

Madison College has outlined the process to complete GED testing on their website. Participants testing in Madison follow a slightly different process than those students who are testing at one of the regional campuses. The following links outline these processes.

Madison campuses: <http://madisoncollege.edu/obtaining-ged-or-hsed-madison> Regional campuses: <http://madisoncollege.edu/obtaining-ged-or-hsed-regional-campus>

Before funds can be requested to cover GED testing, the participant must first attend the required orientation and pre-testing sessions as detailed in the above links and take any preparation courses if necessary.

Once the participant has attended all required sessions, completed all pre-testing, and is ready to take the GED test, Staff must *send in both a Reservation of Funds Request and Payment Request*. In addition, a *Justification for Funding Request and Extenuating Circumstance Form* and a *copy of student's "Ticket to Test Ready" must be attached*.

Once a Reservation of Funds Request for GED testing has been approved, the WDBSCW will purchase one multi-use voucher and one Civics test voucher on behalf of the participant. The multi-use voucher covers all four standard academic parts of the test. It may take up to six business days

before the WDBSCW receives the voucher. The vouchers come in the form of a unique code, which will then be forwarded to Staff once received. A voucher number will remain valid for one year.

When Staff receives the voucher numbers, the participant may register for tests online. *See the links above for additional information on registering.*

To redeem the multi-use code, the participant must select "Voucher" as the payment method when scheduling the test. The participant will also be prompted to enter the voucher number. With this one code, a participant may either schedule all four parts of the test in one appointment or schedule multiple appointments, one for each part.

The participant should follow the same procedure when scheduling the Civics test. Should a participant fail one of the test's sections, the WDBSCW will not reimburse or pay for any retakes.

For further questions on the GED testing process itself, contact the Testing and Assessment Center at (608) 246-5220.

Non Madison College Participants

Participants requesting GED testing assistance, but are not testing through Madison College should be ready to test before submitting a Reservation of Funds Request. *A Justification for Funding Request and Extenuating Circumstances Form, Payment Request, and documentation of their readiness to test need to be submitted with the Reservation of Funds Request.*

- The WDBSCW will follow the same purchasing and voucher process as detailed above.

PTCB (Pharmacy Technician) Exam Process

The Reservation of Funds Request should include a printout of PTCB test information and cost.

With the Payment request for this exam, include the participant's Order Summary and this printout: <http://www.ptcb.org/about-ptcb/contact-us#.V1A1ZvkrKUI>

Once the WDBSCW pays for the exam and the participant receives an email confirmation from the PTCB regarding their exam details, the email confirmation **must** be forwarded to the Fiscal Assistant.

Payment Methods

Payment Methods

(1) Did the participant pay of will they pay out of pocket for the item?

If yes, a Payment Request will be used.

If no, a Contract Request or purchase order will be used.

Three Payment Methods

<i>Contract Request</i>	<i>Payment Request</i>	<i>Purchase Order</i>
Tuition	Books	Boots
Academic and institution fees	Uniforms	Clothing other than uniforms
Books*	Test fees	Tools
Uniforms*	Placement exam fees	Vehicle repairs
Supplies*	Supplies	
College placement exams	Mileage	
	Parking	
	Housing	
	Childcare	
	Vehicle repairs	

*Use of a Contract Request before the Payment Request is preferred for these items where possible. It is WDBSCW's reference to send a Contract or a PO before

providing participant reimbursement.

Only one type of payment methods may be used per item. For instance, if a Contract Request was already submitted for a book's cost, a Payment Request shouldn't also be submitted for that same book.

Vendors

Tuition/book vendor: Customer's training institution

Uniforms vendors: Scrubs and Beyond (Madison East and West locations) and Madison College Bookstore

Boots/other clothing/tools vendor: Farm and Fleet (Madison location)

Purchase Orders

If a purchase order needs to be sent on behalf of a participant, the funds need to be requested on the *Reservation of Funds Request* or the *Reservation of Funds Amendment*. **Section G** of the *Reservation of Funds Addendum* needs to be completed and submitted with the *Reservation of Funds Request* or the *Reservation of Funds Amendment*. A detailed document from the vendor should reflect requested items and their respective costs and **must** be submitted with the request.

Upon approval, the Fiscal Assistant will send a purchase order to the vendor and will notify Staff when this is done.

- No Contract Request or Payment Request should be submitted to the WDBSCW for items that will be picked up under a purchase order. The vendor will bill the WDBSCW directly.

Purchase orders will not be sent to WDBSCW unapproved vendors. Contact the Fiscal Assistant with any questions or inquiries regarding vendors.

Farm and Fleet

Pricing and available items can be found on Farm and Fleet's website. Once the items are chosen, the printout detailing the items must be sent with the *Reservation of Funds Request* or the *Reservation of Funds amendment* and the *Reservation of Funds Addendum* in order to have a purchase order processed.

After approval and processing, the Fiscal Assistant will send the purchase order to Farm and Fleet and notify Staff when completed. Participants or Staff may go to Farm and Fleet on the same day that the purchase order is sent to pick up the items.

- Participant Pick Up
 - o Participants must bring a photo ID when picking up items at Farm and Fleet. Participants should go to the service desk at the store and tell staff there that they have a purchase order. They should ask staff for assistance in locating the items they were approved for.
- Program Staff Pick Up

- o Staff may pick up items at Farm and Fleet on behalf of their participant or designate another Program Staff member to do so. Please notify the Fiscal Assistant when making this arrangement, otherwise it will be assumed that the participant will pick up their own items at the store. The Fiscal Assistant will provide Staff with the purchase order number if they are doing the picking up. Staff must also bring a photo ID with them.
- o If Staff pick up an item for a participant who ended up not needing the item, Staff **must** notify the Fiscal Assistant of this immediately and identify which participant did not need the item. The Staff member **must** return the item to the store against the original purchase order unless otherwise directed by the WDBSCW.
- Boots
 - o Whenever possible, the WDBSCW prefers to send a purchase order to Farm and Fleet for boots rather than reimburse the participant directly for costs.
 - o If work boots are required for training or employment, the reimbursement amount is limited at \$125.00.
 - o If a participant must special order a pair of boots that will cost more than \$125.00, a reimbursement amount of more than \$125.00 may be granted. This **must** be noted on the request.

Bus Passes

EATA and Madison-Based Opportunities, Inc. Staff

The Fiscal Assistant will email Staff once a participant's Reservation of Funds Request is approved for a bus pass(es) and will also include Fiscal Director at EATA in the email so that they are aware of the approval.

- *It will then be the Staff's responsibility to contact EATA to pick up a bus pass at least one week in advance of when the participant actually needs the pass for each approval.*
- No payment Request or invoice is needed for Reservation of Funds Requests with EATA and Madison-based Opportunities, Inc. Staff.

DCSC and OFS Staff

Disbursal of bus passes to the participant will be handled internally within the DCSC and OFS organizations respectively. Once the bus passes have been handed out, DCSC and OFS must invoice the WDBSCW for reimbursement. A Payment Request is not required.

All Staff

If a participant does not end up using a bus pass after Staff have picked it up, Staff **must** notify the Fiscal Assistant immediately and identify which participant and Reservation of Funds Request the bus pass was originally for.

- Staff should hold onto the bus pass until receiving further instruction from the WDBSCW.

Car Repairs

After the Reservation of Funds Request is approved for car repairs, the participant must decide which vendor he or she wishes to use. The participant is not required

to go to the vendor with the lowest price to have the repairs done, but the WDBSCW will not provide additional funding beyond the lowest estimate amount (i.e., the amount requested and approved on the Reservation of Funds Request).

Once it's decided which vendor will be used, Staff must contact the vendor to see if they are willing to accept a purchase order from the WDBSCW and then invoice the WDBSCW for costs incurred. If the vendor is willing to do this, Staff need to find out where to send the PO to.

After the information has been determined, Staff must complete a Reservation of Funds Addendum with the purchase order request section filled out. Note in this section where the PO needs to be sent in (i.e., address, fax numbers, etc.) and send it to the Fiscal Assistant. The Fiscal Assistant will complete the PO, send it to the vendor, and notify Staff when the PO has been sent. The participant may then schedule an appointment with the vendor.

Concentra

This vendor is used when physicals are needed by participants. Staff should contact Concentra to find out the cost of the needed services and provide written documentation when possible. Staff should use this cost when reserving funds. Staff must include the participant's birth date in the

Reservation of Funds Addendum, Section F, under Other Support Services. Also request in this section that the WDBSCW send an Authorization for Treatment From to Concentra.

Upon approval of the Reservation of Funds Request, the Fiscal Assistant will complete the Authorization for Treatment form and send it to Concentra for each participant. The Fiscal Assistant will notify Staff when the form is sent, and in turn, Staff may direct their participant to call the clinic to set up their appointment.

- Participant will need to bring a photo ID with them to their appointment.
- No Payment Request needs to be submitted. Concentra will bill the WDBSCW directly for the cost rather than bill the participant.

Standaris Medical Supply

This vendor is used for the purchasing of stethoscopes. A *Standaris Equipment Sale: Individual Warranty Order Form* should be completed (item and participant sections only) and submitted with the Payment Request.

Contract Request Process

A Contract Request generates a Contract to a vendor against an approved reservation. A Contract Request is generally used for tuition, books, uniforms, and supplies purchased from an outside vendor. The Contract sent to the vendor is the WDBSCW's agreement to pay the vendor up to the amount specified on the Contract. Contracts are convenient because participants do not have to pay out of pocket for the items and the vendor will bill the WDBSCW directly for the costs.

This Contract Request form should only be filled out once Staff have been notified of an approved Reservation of Funds Request or Reservation of Funds Amendment.

The Fiscal Assistant will review all incoming Contract Requests for completeness and appropriateness. If any issues are found that prevent the Contract Request from being processed, the Fiscal Assistant will work with Staff to correct those issues. Once the Fiscal Assistant processes the Contract Request, a Contract will be sent to the appropriate vendor. A copy of the Contract will be mailed or delivered to Staff once generated. Staff should file this copy in the participant's physical file.

- Once the Fiscal Assistant submits a book, supplies, or uniforms Contract to Madison college, it will take the College two days to process the Contract and make the funding available for use at the bookstore.
 - Staff should make participants who will be picking up items at the Madison College bookstore aware of the following:
 - When the participant goes to the Madison College bookstore, they should take their student ID with them. The cashier should be able to see from their student account that they have a 3rd party billing account available.
 - Under that 3rd party account, the participant may only purchase items that were already approved on their Reservation of Funds Request.

It's against WDBSCW policy to pay for general school supplies.

- If the WDBSCW is charged for items that were not approved on the Reservation of Funds Request, the participant will be required to reimburse the WDBSCW for the cost of those items. *The WDBSCW may also put a hold on granting any more funding for that participant until reimbursement is received.*
- Once the Fiscal Assistant sends the uniforms Contract to Scrubs and Beyond, the participant may pick up their items that same day.
 - Participants should not attempt to pick up items at a vendor until notified by staff.

Contract Changes

- If a participant requires more funding than what is currently available under a Contract for a specific item, an additional Contract Request must be submitted to the WDBSCW along

with supporting documentation and a Reservation of Funds Amendment if needed. *Only the amount of additional funding that is needed should be requested on this Contract Request*

- If a participant's situation changes so that they no longer require any of the funding under a previously generated Contract, notify the Fiscal Assistant via email which Contract(s) should be voided.
 - Voided Contracts will only apply to "all-or-nothing" situations.
 - A voided Contract will be sent to the vendor, and a copy of the voided Contract will be delivered to staff.

Attachment EE: Follow Up Services Policy

Effective: Workforce Development Board of South Central Wisconsin

Follow-up Policy

The WDBSCW contractors are to ensure follow-up services are provided accordingly. Contracted staff are responsible to provide customers with follow up services and document the services in accordance with program guidance and requirements.

Frequency of Contact

Staff will maintain regular contact with participants and provide services post program exit for a duration of 3 quarters following their exit quarter or 12 months whichever is longest.

Customers in follow up will be contacted by their contracted staff a minimum of once a month in the first 90 days of services being closed. After the first 90 days customers will be contact a minimum of once a quarter. If the customer is not responding to the Employment Specialist after the first three contact attempts each quarter then local staff may contact the last known employer.

Documentation

Services, activities, and contacts will be documented in accordance with relevant program guidance and procedures.

Attachment FF: Youth Incentive Payment Policy

Not applicable.

Attachment GG: List of Youth Service Providers

The WDBSCW will be entering into a procurement process for Youth Service Providers which would result in contracts initiating for July 1, 2016. Contracts resulting from these procurements may affect the provided list.

- Dane County Schools Consortium
- Madison College
- Moraine Park Technical College
- Operation Fresh Start

Attachment HH: Analysis of Industries and Related Occupations

SOC	Occupations	Employed in Industry (2012)	Employed in Industry (2022)	Job Opening due to Growth	Job Openings due to Replacement	Total Openings	Median Hourly Earnings	Typical Entry Level Education	Work Experience Required	Typical On-The-Job Training
Construction										
53-3032	Heavy and Tractor-Trailer Truck Drivers	5974	6632	658	2184	2842	\$20.55	Postsecondary non-degree award	None, Less than 5 years	None, Apprenticeship, Short, Moderate-Term
47-2061	Construction Laborers	3733	4595	860	828	1688	\$17.35	Less than high school	None, Less than 5 years	
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	260	345	85	47	132	\$16.89	High school diploma or equivalent	None, Less than 5 years	None, Short, Moderate, Long-Term
47-2111	Electricians	1651	2319	655	626	1281	\$25.20	High school diploma or equivalent	None, Less than 5 years	None, Short, Moderate, Long-Term
47-2031	Carpenters	4187	4414	228	889	1117	\$22.09	High school diploma or equivalent	None, Less than 5 years	Moderate-term
47-2152	Plumbers, Pipefitters, and Steamfitters	1263	1667	403	436	839	\$33.02	High school diploma or equivalent	None, Less than 5 years	None, Short, Long-term
47-1011	First-Line Supervisors of Construction Trades and Extraction Workers	1728	1929	189	406	595	\$25.88	High school diploma or equivalent	None, Less than 5 years	None, Short, Moderate, Long-Term
49-1011	First-Line Supervisors of Mechanics, Installers, and Repairers	1308	1504	197	390	587	\$28.68	High school diploma or equivalent	None, Less than 5 years	None, Short, Moderate, Long-Term

49-9021	Heating, Air Conditioning, and Refrigeration Mechanics and Installers	989	1251	260	323	583	\$21.92	Postsecondary non-degree award	None, Less than 5 years	Short, Moderate-term
47-2073	Operating Engineers and Other Construction Equipment Operators	1055	1346	275	233	508	\$27.63	High school diploma or equivalent	None, Less than 5 years	None, Short, Moderate, Long-Term
47-2211	Sheet Metal Workers	643	796	153	197	350	\$23.69	High school diploma or equivalent	None	Short, Moderate, Long-term
47-2051	Cement Masons and Concrete Finishers	692	792	101	143	244	\$21.38	Less than high school	None, Less than 5 years	
49-9051	Electrical Power-Line Installers and Repairers	422	547	125	111	236	\$31.72	High school diploma or equivalent	None	None, Short, Moderate
47-3013	Helpers--Electricians	139	242	103	53	156	\$16.20	High school diploma or equivalent	None	Short-term on-the-job training
49-9052	Telecommunications Line Installers and Repairers	159	236	77	48	125	\$24.89	High school diploma or equivalent	None	Short, Moderate-term
	Sub Total	24203	28614	4369	6913	11282				
Accommodations										
11-9051	Food Service Managers	1,114	1,223	109	229	338	\$16.39	High school diploma or equivalent	Less than 5 years	None
49-9071	Maintenance and Repair Workers, General	451	566	115	106	221	\$18.47	High school diploma or equivalent	None	Short-term on-the-job training
35-1011	Chefs and Head Cooks	338	393	55	74	129	\$15.11	High school diploma or equivalent	None	Moderate-term on-the-job training
	Sub Total	1,903	2,182	279	409	688				
Manufacturing										

41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	5896	6625	717	1899	2616	\$26.39	High school diploma or equivalent	None	None, Short-Term, Moderate, Apprenticeship
49-9071	Maintenance and Repair Workers, General	4972	5590	615	1528	2143	\$18.47	High school diploma or equivalent	None	None, Short-Term, Moderate, Apprenticeship
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	4990	5384	98	1076	1470	\$26.39	High school diploma or equivalent	None	Short-term on-the-job training
51-1011	First-Line Supervisors of Production and Operating Workers	2618	2782	166	631	797	\$25.40	Post-Secondary Non Degree Award	None	None, Short-Term, Moderate, Long-Term
51-9061	Inspectors, Testers, Sorters, Samplers, and Weighers	1844	2124	259	425	684	\$17.81	High school diploma or equivalent	None	None, Short-Term, Moderate
51-4121	Welders, Cutters, Solderers, and Brazers	1735	1946	201	364	565	\$18.93	High school diploma or equivalent	None	None, Short-Term, Moderate, Long-Term
51-4041	Machinists	1564	1736	163	325	488	\$18.76	High school diploma or equivalent	None	None, Short-Term, Moderate
49-9041	Industrial Machinery Mechanics	768	1018	220	170	390	\$22.85	High school diploma or equivalent	None	None, Short-Term, Moderate, Apprenticeship

51-4011	Computer-Controlled Machine Tool Operators, Metal and Plastic	935	1039	104	194	298	\$16.75	High school diploma or equivalent	Less than 5 years	None
51-9023	Mixing and Blending Machine Setters, Operators, and Tenders	633	742	109	148	257	\$16.41	High school diploma or equivalent	None	None, Apprenticeship, Moderate
51-2041	Structural Metal Fabricators and Fitters	535	626	91	141	232	\$18.63	High school diploma or equivalent	None	None, Long-Term
51-9121	Coating, Painting, and Spraying Machine Setters, Operators, and Tenders	513	597	84	119	203	\$15.60	High school diploma or equivalent	None	None
49-9043	Maintenance Workers, Machinery	418	499	75	119	194	\$21.40	High school diploma or equivalent	None	None, Short-Term, Moderate, Apprenticeship
51-4122	Welding, Soldering, and Brazing Machine Setters, Operators, and Tenders	309	406	89	76	165	\$17.38	High school diploma or equivalent	None	None, Moderate
51-9011	Chemical Equipment Operators and Tenders	216	296	80	55	135	\$18.88	High school diploma or equivalent	None	Moderate-term on-the-job training
	Sub Total	27945	31409	3071	7272	10639				
Healthcare										
29-1141	Registered Nurses	8,544	9,589	1,042	1,871	2,913	\$34.42	Associate's degree	None, Less than 5 years, More than 5 years	None, Apprenticeship, Short, Moderate, Long Term

31-9092	Medical Assistants	1427	1790	364	341	705	\$16.18	Postsecondary non-degree award	None	Long-term on-the-job training
49-9071	Medical Secretaries	1,160	1,562	389	181	570	\$16.56	High school diploma or equivalent	None, Less than 5 years, More than 5 years	None, Short, Moderate, Long Term
43-3031	Billing and Posting Clerks	1,030	1,278	243	239	482	\$18.85	High school diploma or equivalent	None, Less than 5 years, More than 5 years	None, Short, Moderate, Long Term
29-2061	Licensed Practical and Licensed Vocational Nurses	1,544	1,725	180	164	344	\$21.51	Postsecondary non-degree award	None	None, Short, Moderate, Long Term
31-9091	Dental Assistants	761	857	101	197	298	\$17.97	Postsecondary non-degree award	None	None
43-1011	First-Line Supervisors of Office and Administrative Support Workers	488	589	101	140	241	\$23.38	High school diploma or equivalent	None	Short-term on-the-job training
29-2021	Dental Hygienists	749	892	134	85	219	\$31.30	Associate's degree	None	Moderate-Term
29-2071	Medical Records and Health Information Technicians	669	797	127	76	203	\$19.48	Postsecondary non-degree award	None, Less than 5 years	None, Short, Moderate-Term
29-2034	Radiologic Technologists	671	765	94	73	167	\$26.09	Associate's degree	None	None, Moderate-Term
21-1011	Substance Abuse and Behavioral Disorder Counselors	241	297	56	59	115	\$18.95	High school diploma or equivalent	None	Moderate, Long Term

49-9071	Maintenance and Repair Workers, General	243	293	50	55	105	\$18.47	High school diploma or equivalent	None	Short-term on-the-job training
	Sub Total	17,526	20,434	2,881	3,481	6,362				
Professional, Scientific, Technical / Information / Management of Companies and Enterprises										
15-1151	Computer User Support Specialists	667	1208	585	251	836	\$22.21	Some college, no degree	None	Long-term on-the-job training
43-4052	Customer Service Representatives	1,178	1,731	554	235	789	\$16.68	High school diploma or equivalent	None	Moderate-term on-the-job training
43-9062	Office Clerks, General	679	964	287	308	595	\$15.45	High school diploma or equivalent	None	Moderate-term on-the-job training
13-1199	Business Operations Specialists, All Other	587	1,012	424	96	520	\$28.67	High school diploma or equivalent	None	Moderate-term on-the-job training
41-3100	Sales Representatives, Services, All Other	527	677	149	143	292	\$24.91	High school diploma or equivalent	None	Long-term on-the-job training
43-6015	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	248	390	141	99	240	\$17.89	High school diploma or equivalent	None	Moderate-term on-the-job training
15-1134	Web Developers	190	280	92	35	127	\$25.47	Associate's degree	None	None
	Sub Total	4,075	6,261	2,232	1,168	3,400				
	Grant Total	75653	88899	12832	19242	32370				

Attachment II: Occupations Across Driver Industries

Attachment B Occupations Across Industries				
Construction - NAICS 23	Accommodations - NAICS 72	Manufacturing - NAICS 31	Healthcare - NAICS 62	Professional, Scientific, Technical/Finance and Insurance / Information / Management of Companies and Enterprises - NAICS
			Billing and Posting Clerks	
				Business Operations Specialists, All Other
Carpenters				
Cement Masons and Concrete Finishers				
	Chefs and Head Cooks			
		Chemical Equipment Operators and Tenders		
		Coating, Painting, and Spraying Machine Setters, Operators/Tenders		
		Computer- Controlled Machine Tool Operators, Metal and Plastic		
				Computer User Support Specialists (Information will 70%)
Construction Laborers				
				Customer Service Representatives
			Dental Assistants	
			Dental Hygienists	
Electrical Power- Line Installers and Repairers				
Electricians				

First-Line Supervisors of Construction Trades and Extraction Workers		First-Line Supervisors of Production and Operating Workers	First-Line Supervisors of Office and Administrative Support Workers	
	Food Service Managers			
Heating, Air Conditioning, and Refrigeration Mechanics and Installers				
Heavy and Tractor-Trailer Truck Drivers				
Helpers--Electricians				
		Industrial Machinery Mechanics		
		Inspectors, Testers, Sorters, Samplers, and Weighers		
			Licensed Practical and Licensed Vocational Nurses	
		Machinists		
	Maintenance and Repair Workers	Maintenance and Repair Workers, General	Maintenance and Repair Workers, General	
			Medical Assistants	
			Medical Records and Health Information Technicians	
			Medical Secretaries	
		Mixing and Blending Machine Setters, Operators, and Tenders		
				Office Clerks, General
Operating Engineers and Other Construction Equipment Operators				

Plumbers, Pipefitters, and Steamfitters				
			Registered Nurses	
			Radiologic Technologists	
		Sales Representatives, Wholesale and Manufacturing		Sales Representatives, Services, All Other
Secretaries and Administrative Assistants				Secretaries and Administrative Assistants
Sheet Metal Workers				
		Structural Metal Fabricators and Fitters		
		Structural Metal Fabricators and Fitters		
			Substance Abuse and Behavioral Disorder Counselors	
Telecommunications Line Installers and Repairers				
				Web Developers (information = 50%
		Welding, Soldering, Brazing Machine Setters, Operators, Tenders		

Note: Finance and
Insurance Only
Customer Services
502 or 21% and
Office Clerks 262
or 5% shares